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# NASA Procedural Requirements

**NPR 1450.10D**  
Effective Date: March 24, 2006  
Expiration Date: March 24, 2011

**COMPLIANCE IS MANDATORY**

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## NASA Correspondence Management and Communications Standards and Style

**Responsible Office: Executive Secretariat**

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# PREFACE

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## P.1 Purpose

- a. This NASA Procedural Requirements (NPR) prescribes specific procedures for managing and controlling communications to and from the Principals of the Office of the Administrator and guidance and standards for preparing internal and external correspondence and communications in both paper and electronic formats.
- b. This NPR describes various types of correspondence and communications designed to improve the management and flow of NASA information. It also provides guidance for preparing, documenting, and disseminating effective communications to the widest possible audience as prescribed by NASA Policy Directive (NPD) 7120.4C, Program/Project Management, and NPR 7120.5C, NASA Program and Project Management Processes and Requirements.
- c. This NPR prescribes "plain language" format and style for preparing correspondence and communications.

## P.2 Applicability

- a. This NPR addresses drafting, preparing, and reviewing internal and external correspondence and communications.
- b. This NPR applies to NASA Headquarters and NASA Centers, including Component Facilities.
- c. This NPR provides guidance for all NASA employees, including scientists, technologists, engineers, program and project directors and managers, and those functions involving or supporting public and legislative affairs, education, history, scientific and technical information, technology transfer offices, and records management.

## P.3 Authority

- a. 42 U.S.C. § 2451, et seq., the National Aeronautics and Space Act of 1958, as amended.
- b. 5 U.S.C. § 552, et seq., the Freedom of Information Act, as amended.
- c. 5 U.S.C. § 552a, the Privacy Act of 1974, as amended.
- d. 18 U.S.C. § 2510, et seq., the Electronic Communications Privacy Act, as amended.
- e. 44 U.S.C. § 3501, et seq., Paperwork Reduction Act of 1995, as amended.
- f. Executive Order (EO) 12958, Classified National Security Information, dated April 17, 1995.
- g. EO 13011, Federal Information Technology, dated July 16, 1996.
- h. NPD 1450.12, Handling Correspondence and Information from The Executive Office of the President.
- i. Office of Management and Budget (OMB) Circular No. A-130, Management of Federal Information Resources.

## P.4 References

- a. NPD 1000.0, NASA Strategic Management and Governance Handbook.
- b. NPD 1000.3, The NASA Organization.
- c. NPD 1440.6, NASA Records Management.

- d. NPR 1441.1, NASA Records Retention Schedules.
- e. NPR 1450.4, Handling Congressional Correspondence and Information Concerning Congressional Activities.
- f. NPD 1450.12, Handling Correspondence and Information from the Executive Office of the President.
- g. NPD 1490.1, NASA Printing, Duplicating, Copying, Forms, and Mail Management.
- h. NPD 1600.2, NASA Security Policy.
- i. NPR 1600.1, NASA Security Program Procedural Requirements.
- j. NPD 2810.1, NASA Information Security Policy.
- k. NPR 2810.1, Managing Information Technology.
- l. NPD 2820.1, NASA Software Policy.
- m. The Gregg Reference Manual.
- n. Webster's Dictionary.
- o. Government Printing Office Style Manual.
- p. Roget's Thesaurus.
- q. The Elements of Style, Strunk and White.
- r. NASA Style Guide.

## **P.5 Cancellation**

- NPR 1450.10C, NASA Correspondence Management and Communications
- Standards and Style.

/S/

Paul Morrell  
Chief of Staff

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# Chapter 1: Managing and Controlling Mail and Communications

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## 1.1 Communications Addressed To The Principals of The Office of The Administrator

1.1.1. The Executive Secretariat manages and controls all correspondence addressed to or signed by the Principals of the Office of the Administrator.

1.1.2. The Executive Secretariat manages, controls, and tracks all actions involving the Principals of the Office of the Administrator.

1.1.3. The Executive Secretariat prescribes specific guidance, procedures, and standards for preparing correspondence and communications in both paper and electronic formats.

1.1.4. The Executive Secretariat serves as the Agency authority and establishes Agency-wide correspondence guidelines.

1.1.5. The Executive Secretariat coordinates senior-level communications for the Executive Office of the President, Congress, and domestic and international dignitaries.

1.1.6. The Executive Secretariat provides editorial guidance to scientists, technologists, engineers, program and project directors and managers, and to those whose functions involve or support the public and legislative affairs, education, history, scientific and technical information, and technology transfer offices.

1.1.7. The Executive Secretariat manages a correspondence management system for the Office of the Administrator correspondence and gifts.

1.1.8. The Executive Secretariat ensures that the Office of the Administrator's records are maintained in accordance with the prescribed Federal guidelines and applicable NASA Records Retention Schedules.

## 1.2 Quality Control Liaison (QCL) and Correspondence Control Liaison (CCL) Designations for NASA Headquarters

1.2.1. The Associate Administrator/Official-in-Charge of each Headquarters organization (also referred to as the Action Office) must designate two members (and backups) from its organization to serve as a QCL and CCL. These designations are required to facilitate the smooth and efficient flow of communications between the Action Office and the Executive Secretariat and must be kept up to date. All changes will be submitted to the Executive Secretariat.

1.2.2. The QCL reviews and edits Action Office action items and ensures that responses, signature packages, and the Action Document Summary are properly prepared.

1.2.3. The CCL manages the correspondence management system for their Action Office.

Mailboxes for each Action Office are located in the Executive Secretariat (9Q42) and should be checked daily.

## 1.4 High-Profile Responses (Administration Offices)

1.4.1. Action Offices must meet all due dates and specifically those for high-profile (e.g., Secretary of Transportation;

Head, Federal Space Agency of the Russian Federation) responses. The Executive Secretariat will note any special requirements in the ?Abstract? section of the Headquarters Action Tracking System (HATS) Action Cover Mask. This will help identify correspondence as high profile and call attention to special handling requirements, an early due date, or other pertinent information.

## **1.5 Due Dates**

1.5.1. If no due date is specified in the incoming correspondence, the Executive Secretariat establishes a ten-business-day due date for the assigned Action Officer to respond to the correspondence.

1.5.2. The White House Correspondence Office establishes due dates for its referrals. These due dates vary between 15 and 25 business days, depending on the subject.

## **1.6 Extensions of Due Dates**

1.6.1. All due dates must be met. Requests for extensions should be rare, and the Action Office must specifically justify the reason for its request, ensuring the change is requested as soon as possible by phone, e-mail, or in person.

1.6.2. The Executive Secretariat will provide necessary information to the Action Office and, as appropriate, will coordinate the request for an extension, notifying the Action Office accordingly.

## **1.7 Office of The Administrator Signature Packages**

1.7.1. All packages, including NASA directives, for signature by the Principals of the Office of the Administrator must be routed through the Executive Secretariat. Packages delivered directly to the Office of the Administrator will be forwarded to the Executive Secretariat for review and processing.

1.7.2. The Executive Secretariat reviews and processes the package for signature. Incomplete packages or packages requiring corrections are returned to the Action Office.

## **1.8 Concurrences for Office of The Administrator Signature Packages**

1.8.1. The Action Office must obtain all required concurrences on the Action Document Summary (ADS) before submitting signature packages to the Executive Secretariat.

1.8.2. If applicable, the Action Office may review the "Info Offices" listed by the Executive Secretariat on the HATS Action Cover Mask to help determine the appropriate concurrences.

1.8.3. The Action Office must obtain concurrences on the ADS from the cognizant Headquarters organizations when responses include data from other Headquarters offices or Centers.

1.8.4. Urgent packages must be fully justified to include the date the correspondence was received.

## **1.9 Correspondence To Officials-In-Charge of Headquarters Offices and/or Center Directors**

The Action Office must include the most current distribution list in the signature package. The current listing can be found at <http://www.hq.nasa.gov/office/executariat/index.html>.

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## Chapter 2: NASA Writing Standards

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### 2.1 Organized Writing

Format is important, but clarity is more important. The following techniques and guidelines can help make your writing more organized, natural, and concise.

2.1.1. Follow the newspaper format. Open with the most important information and decrease to the least important. Avoid mere chronology.

2.1.2. Start fast, explain as necessary, then stop. When writing correspondence, think about the one key sentence that expresses the main idea. Do not waste the opening--the strongest place in correspondence. Begin with the key sentence, if appropriate; if not, be sure it appears by the end of the first paragraph. Put requests before justifications, answers before explanations, conclusions before discussions, and summaries before details.

2.1.3. Arrange key points. In a complex proposal or a reply to various questions, there may be many key points. In these cases, begin with a general statement of purpose, such as the policy directives. Examples:

We inspected the Engineering Department on January 24, 2005, and found its overall performance satisfactory.

We request authorization to hire a full-time clerk typist or to reassign someone from the document management center.

This memorandum summarizes initial plans for reorganizing the Personnel Department.

2.1.4. Be direct. Occasionally, you may delay a main point to soften bad news or to introduce a controversial proposal. In most cases, though, it is best to be direct.

2.1.5. Persuade vs. Inform. When writing to persuade rather than to inform, end strongly with a forecast, appeal, or implication. When feelings are involved, exit gracefully--with an expression of good will. When in doubt, offer assistance and the name and telephone number of a contact.

### 2.2 Spoken Style

2.2.1. Speak and communicate on paper. Because readers hear writing, the most readable writing sounds like people talking to people. To achieve a spoken style, imagine your reader is sitting across the desk from you. If you are writing to many readers but none in particular, talk to one typical reader. Then write with personal pronouns, everyday words, and other techniques provided in this NPR. Once you have a draft, read it aloud. It should sound like something you might say in person. Whether writing formally or informally, use language you would use in speaking.

2.2.2. Do not use contractions in formal writing.

2.2.3. Speak directly to your readers. Use the imperative mood when preparing administrative documents, especially procedures, "how-to" instructions, and lists of duties. Directness also avoids the passive voice. This style results in shorter, crisper letters and memos. Example:

Sign all copies. Provide the draft by Monday.

2.2.4. Focus on your readers' needs. Analyze your audience in light of your purpose. You should be able to answer these next questions before you begin to write:

- a. What is my purpose?
- b. Who are my readers?
- c. What are their interests?



- d. How much do they know already?
- e. What will make it easy for them to understand or act?

## 2.3 Compact Writing

2.3.1. Give your ideas no more words than they deserve. Shorten paragraphs to sentences, sentences to clauses, clauses to phrases, phrases to words, words to pictures, or strike the idea entirely. Keep only what contributes to the meaning.

2.3.2. Avoid "it is," unless "it" refers to something mentioned earlier. The use of "it is" constructions tangles sentences, delays meaning, encourages passive verbs, and hides responsibility. Use only natural expressions such as "it is time to" and "it is your job to." Examples:

Poor: **It is** my understanding that your program covers medical expenses from such injuries.

Better: I understand that your program covers medical expenses from such injuries.

Poor: It is recognized that as the project evolves, there likely will be changes in task definitions and priorities.

Better: We recognize that as the project evolves, task definitions and priorities are likely to change.

2.3.3. Limit the use of "there is" and "there are." Examples:

Poor: There are some deadlines that cannot be changed.

Better: Some deadlines cannot be changed.

2.3.4. Shorten wordy expressions. Instead of adding impressive bulk to writing, wordy expressions clutter it by getting in the way of the words that do the important work.

### DO NOT SAY

a number of  
at the present time  
due to the fact that  
for a period of  
for the purpose of  
in accordance with  
in an effort to  
in a timely manner  
in order to  
in the amount of  
in the near future  
on a quarterly basis  
the month of June

### SAY

some  
now, at present  
because  
for  
for, to  
under  
to  
promptly, on time  
to  
for  
soon  
quarterly  
June

2.3.5. Use "ly" words sparingly. Let nouns and verbs do the work.

### DO NOT SAY

I absolutely believe  
we certainly agree  
successfully complete  
when totally free  
2.3.6. Cut doublings.

### SAY

I believe  
we agree  
complete  
when free

### SAY

pleased **OR** delighted  
 stimulating **OR** interesting  
 review **OR** comment on  
 help **OR** support

2.3.7. Use common, less formal words in most documents.

<b>DO NOT SAY</b>	<b>SAY</b>
appreciable	many
assistance	help
capability	can
consequently	so
demonstrate	show
endeavor	try
equitable	fair
expedite	hurry, speed up
forward	send
indicate	show
magnitude	size
methodology	method, way
optimum	best, largest
preclude	prevent
remainder	rest
terminate	end
timely	prompt
utilize	use

2.3.8. Use short transitions. Save long, bookish ones for variety.

<b>DO NOT SAY (Bookish)</b>	<b>SAY (Spoken)</b>
consequently	so
however	but
nevertheless	still
therefore	so

2.3.9. Avoid legalistic language in nonlegal documents.

<b>DO NOT SAY (Awkward)</b>	<b>SAY (Spoken)</b>
aforementioned	the, that, those
heretofore	until now
herewith is	here is
notwithstanding	in spite of

## 2.4 Tone

2.4.1. A writer's attitude toward the subject or readers causes relatively few problems in routine letters. The rules are straightforward.

2.4.2. A neutral tone is preferred. Subordinates may suggest, request, or recommend, but only superiors may direct.

2.4.3. Because much writing is routine, tone sometimes causes problems when the matter is delicate. The more sensitive the reader or issue, the more careful we must be to promote good will. Tactlessness in writing suggests clumsiness in general. When feelings are involved, one misused word can offend the reader.

2.4.4. Be mindful of rubberstamp endings. They do not improve good letters or save bad ones. To the reader whose request has been denied, an offer of further assistance promises further disappointment. As an example, the following closing sentence should be dropped entirely or incorporated with the rest of the letter.

Example: This setback aside, we hope that you will take advantage of other courses available to you.

## 2.5 Write Positively

2.5.1. As you write, avoid negative language. Unless you have some special reason to caution against something, be positive. If you can accurately express an idea either positively or negatively, express it positively.

2.5.2. The positive statement is usually clearer and briefer. But a negative statement can also be clear. Use it if you are cautioning the reader.

### **DO NOT SAY (Negative)**

The Administrator may not appoint persons other than those qualified by the Personnel Management Agency.

It will not be ready until Monday.

You failed to sign the other copy.

Opportunity is limited.

### **SAY (Positive)**

The Administrator must appoint a person qualified by the Personnel Management Agency.

It will be ready on Monday.

You need to sign the other copy.

Competition is keen.

2.5.3. Avoid several negatives in one sentence.

### **DO NOT SAY**

A demonstration project will not be approved unless all application requirements are met.

### **SAY**

A demonstration project will be approved only if the applicant meets all requirements.

2.5.4. It is better to express even a negative in positive form.

### **DO NOT SAY**

not honest

did not remember

did not pay any attention to

did not remain at the meeting

did not comply with or failed to comply with

### **SAY**

dishonest

forgot

ignored

left the meeting

violated

2.5.5. "Yes" answers need little explanation. A letter of denial should be explained in enough detail to avoid any hint of a brush off. Most "no" answers need some explanation.

### **DO NOT SAY (Negative)**

Job openings are limited.

Discontinue poor writing.

The cup is half empty.

### **SAY (Positive)**

Competition is keen .

Begin writing well.

The cup is half full.

2.5.6. Use a positive approach to remove some of the sting from the response. Examples:

Poor: Given the limited number of spaces available for the management training program, we must take employees who meet the grade-level requirements before considering others.

Better: Because of the keen competition, we are unable to select you for the management training program at this time. Those who met the grade-level requirements were considered first.

2.5.7. Open a letter by acknowledging the favorable endorsements, and close by thanking the applicant for his or her years of service. This technique helps to soften the bad news.

## 2.6 Write Short, Disciplined Sentences

2.6.1. Readable sentences are simple, active, affirmative, and declarative. The more a sentence deviates from this structure, the harder the sentence is to understand. Short sentences will not guarantee clarity, but they are usually less confusing than long ones.

2.6.2. State only one main topic in each sentence.

2.6.3. Divide long sentences into two or three short sentences. Average 20 words or less when mixing long and short sentences.

2.6.4. Use parallel structure. In parallel structures, sentences and phrases use the same parts of speech to express different ideas. Arrange two or more equally important ideas so that they appear equal. Parallel structure is especially important when you use a list. Parallelism saves words, clarifies ideas, and provides balance. Examples:

In sentences--

(not parallel)

? By purchasing this equipment, we would cut down on errors, and expenses in the long run would be reduced.

(parallel, concise, ideas balanced)

o By purchasing this equipment, we would reduce errors and expenses.

In a list--

(not parallel)

o The duties of the Executive Secretary of the Administrative Committee are as follows:

? To take minutes of all the meetings. (infinitive phrase)

? The Executive Secretary answers all the correspondence. (sentence)

? Writing of monthly reports. (gerund phrase)

(parallel, concise, ideas balanced)

o The duties of the Executive Secretary of the Administrative Committee are as follows:

? To take minutes of all the meetings.

?To answer all the correspondence.

?To write the monthly reports.

2.6.5. Remove all unnecessary words. Strive for a simple sentence with a subject and verb. Eliminate unnecessary modifiers.

2.6.6. Place key ideas deliberately. Begin and/or end a sentence with the most important point because ideas gain emphasis when they appear at either end. To mute an idea, place it in the middle. To improve sentences that mumble, place ideas deliberately, place less emphasis on minor ideas, use more parallelism, and use concise sentences. Examples:

It has been determined that moving the computer, as shown in Enclosure 1, would allow room for another cabinet to be installed. ("moving the computer" muted)

Moving the computer, as shown in Enclosure 1, would allow room for another cabinet. ("moving the computer" stressed)

I would like to congratulate you on your selection as our Employee of the Month for December. ("congratulations" muted)

Congratulations on your selection as our December Employee of the Month. ("congratulations" stressed)

2.6.7. Place minor ideas in secondary clauses; do not make them the main subject of a sentence. Examples:

The revised housing allowance tables, which have been mailed to all pay offices, are effective October 1, 2005. ("date" stressed)

The revised housing allowance tables, which are effective October 1, 2005, have been mailed to all pay offices. ("mailing" stressed)

2.6.8. Be concise. An occasional sentence of six words or fewer grabs the reader's attention. This is an excellent way to make a key point. Example:

I can get more information if each of you gives me less. Here is why. In a week, around 50 staff actions appear in my In box. I could handle that if all I did was work the In box. Yet 70 percent of my time is dedicated to attending briefings. I could handle that dilemma, too--listening to briefings and thinking about staff papers at the same time. However, I do not.

2.6.9. Use questions in your writing. A request gains emphasis when it ends with a question mark. Look for opportunities to reach out to your reader. Examples:

Request this office be notified as to whether the conference has been rescheduled.

Has the conference been rescheduled? (preferred)

## 2.7 Use Short Paragraphs

2.7.1. Long paragraphs overwhelm ideas and slow the reader's progress. Improve clarity by using short, compact paragraphs. Each paragraph should deal with a single, unified topic. Present lengthy, complex, or technical discussions in a series of related paragraphs or as an appendix.

2.7.2. Use short paragraphs, especially at the beginning of letters. Long first paragraphs discourage reading.

2.7.3. Call attention to lists of items or instructions by displaying them in subparagraphs or bullets. However, do not use so many levels of subparagraphs that the writing becomes difficult to follow.

2.7.4. Occasionally, use a one-sentence paragraph to highlight an important idea.

## 2.8 Use Personal Pronouns

2.8.1. Personal pronouns are immediate and easy to understand. They help clarify the "who."

2.8.2. Use the following techniques to help retain the reader's interest:

When referring to the Agency, office, or group, use "we," "us," "our," but not "it."

When speaking for yourself, use "I," "me," "my."

When referring to the reader, stated or implied, use "you."

## 2.9 Use Active Voice

2.9.1. The active voice eliminates confusion by forcing you to name the actor in a sentence. Use a who-does-what order. Example:

Active: The worker inspected the orbiter.

2.9.2. The passive voice makes sentences longer and roundabout. Who is responsible is much less obvious. Passive verbs have a form of the verb "to be" plus the past participle of a main verb. Example:

Passive: The orbiter was inspected by the worker.

Examples of passive verb forms include the following words: am, is, are, was, were, be, and been, plus, a main verb usually ending in "en" or "ed." These include "was received," "is being considered," and "has been selected."

2.9.3. The passive voice reverses the natural, active order of sentences. In the following passive example, the receiver of the action comes before the actor. Using active voice corrects the order. Examples:

Passive: The regulation [receiver] was written [verb] by the drafter [actor].

Active: The drafter [actor] wrote [verb] the regulation [receiver].

2.9.4. Passive constructions are confusing. Active sentences must have actors, but passive ones are complete without them. Examples:

The material will be delivered. By whom?

The start date is to be decided. By whom?

The figures must be approved. By whom?

Putting the actor before the verb forces you to be clear about responsibility.

Examples:

The messenger will deliver the material.

The contractor will decide the start date.

The Administrator must approve the figures.

2.9.5. Use the passive voice only when the actor is unknown, unimportant, or obvious. This does not usually apply in administrative writing. Examples:

Small items are often stolen.

The applications have been mailed.

## 2.10 Use Action Verbs

2.10.1. Action verbs are shorter and more direct and make the sentence clearer.

### DO NOT SAY

give consideration to

is applicable to

make payment

give recognition to

as concerned with

### SAY

consider

applies

pay

recognize

concerns

2.10.2. Weak writing uses general verbs, which require extra words to complete their meaning.

### DO NOT SAY

make preparations for

make use of

is indicative of

undertake an analysis

as stated in

### SAY

prepare for

use

shows, indicates

analyze

states

## 2.11 Use Plain Language Words

2.11.1. Government writing should be dignified, but it should also rely on plain language.

2.11.2. Avoid jargon and pretentious expressions. To make your writing clearer and easier to read and, thus, more effective--use simple words.

**DO NOT SAY**

construct, fabricate  
commence  
terminate  
utilize  
substantial part

**SAY**

make, initiate  
begin  
end  
use  
large part

2.11.3. Omit needless words. Do not use compound prepositions and other wordy expressions when the same meaning can be conveyed with one or two words.

**DO NOT SAY**

because of the fact that  
call your attention to the fact that  
for the period of  
in many instances  
in the nature of  
the question as to whether

**SAY**

since, because  
remind you  
for  
often  
like  
whether

2.11.4. Avoid redundancies. Do not use word pairs, if the words have the same effect or where the meaning of one includes the other. Word pairs to avoid:

any and all  
authorize and direct  
cease and desist  
each and every  
full and complete  
order and direct  
means and includes  
necessary and desirable

2.11.5. Use concrete words. Government writing is often about abstract subjects. But abstract words can be vague and open to different interpretations. Put instructions in simple, concrete words.

**DO NOT SAY**

vehicles  
firearms  
aircraft

**IF YOU MEAN**

automobiles  
rifles  
helicopters

2.11.6. Do not use words that antagonize. Words can attract or repel readers. Choose words in your writing that do not make the wrong impression or antagonize your readers. Use words to which people react favorably rather than words that they resent.

**RATHER THAN THESE WORDS**

alibi, blame, waste, allege,  
impossible, unfortunate, wrong

**USE WORDS LIKE THESE**

achieve, benefit, guarantee, reasonable,  
reliable, service, useful, you, please

2.11.7. Try to avoid gender-specific terminology and gender-specific job titles.

**DO NOT SAY**

crewman

**SAY**

crewmember

draftsman	drafter
enlisted men and women	enlisted personnel
fireman	firefighter
foreman	supervisor

2.11.8. Know the difference between "who, which, and that." "Who" and "that" refers to people. Use "who" when referring to an individual. Use "that" when referring to a group. "Which" refers to places, objects, or animals. "That" refers to either people or places, objects, or animals.

2.11.9. Expression of numbers: In general, spell out numbers that are ten or less in a sentence. Refer to The Gregg Reference Manual for exceptions.

## 2.12 Acronyms

2.12.1. Do not use acronyms more than necessary. Spell out an acronym the first time it appears, followed by the acronym in parentheses unless the acronym is common knowledge; e.g., the use of FAA or NASA in a letter to the National Transportation Safety Board. If the full title is used only once, don't identify the acronym.

## 2.13 Computer/Internet Words: Usage and Style

2.13.1. Refer to The Gregg Reference Manual before preparing paper or electronic communications containing computer or Internet words.

2.13.2. Use the following styles for expressing Internet words:

Internet and Net: Capitalize the "I" and "N," even within a sentence.

World Wide Web, WWW, Web, or the Web: Capitalize the "W," even within a sentence.

Web site and Web page (two words): Capitalize the "W," even within a sentence.

Home Page (two words): Capitalize when referring to a specific home page or home page title; e.g., NASA Headquarters Home Page; you may want to develop a home page for your audience.

E-mail (electronic mail): Always hyphenated; capitalize the "e" only when used as a heading or at the beginning of a sentence.

2.13.3. Do not use all-capital letters in composing an e-mail message. Generally, it implies that the writer is shouting at the reader.



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## Chapter 3: Letters (Formats)

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### 3.1 Standard Business Letter

Study the figures in this chapter before preparing letters. These guidelines are standard features for correct letter formatting for NASA.

3.1.1. Administrator's Correspondence. For specific instructions on preparing correspondence for the Office of the Administrator, see Appendix A: Administrator's Correspondence Preparation and Control.

3.1.2. Stationery. Upon depletion of current stocks, all official correspondence initiated by the Office of the Administrator, Headquarters offices, and Centers will be prepared on letterhead containing the red, white, and blue "meatball" NASA logo. Refer to the NASA Style Guide for more information. For letterhead ordering procedures, contact the Headquarters or Center Printing Office. Use plain bond paper for succeeding pages.

3.1.3. Font. Times New Roman 12 is preferred. Use script or italic only for occasional emphasis. Do not type letters in script or italic.

3.1.4. Ink. Use black or blue-black ink to sign correspondence.

3.1.5. Margins. Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately

1 inch. Set the top margin at 1 inch on the second and succeeding pages. Do not justify the right margin.

#### 3.1.6. File Copies

a. Official File Copy. Prepare a white copy visibly marked in the upper right corner with "Official File" or "Official Record Copy."

b. Other File Copies. Prepare only the number of copies required for distribution based on the correspondence practices of the preparing office.

3.1.7. Reply to Attn of: line. For Headquarters correspondence, type the writer's organization title (abbreviation is acceptable) which serves as a basic identification symbol and must appear on all outgoing correspondence. Centers use office codes.

3.1.8. Dating Correspondence. Center the date two lines above the "Reply to Attn of:" line (e.g., August 20, 2005). Do not use military style (e.g., 20 Aug 2005) or endings such as "st" or "th" after the day (e.g., Aug 20th). Type or stamp the date.

#### 3.1.9. Inside Address

3.1.9.1. Type the address at the left margin, three typing returns below the "Reply to Attn of:" line. Type the addressee's full name and title. Do not abbreviate names or use nicknames. If the gender is unknown, address the individual by first and last name in the salutation line; e.g., "Dear Kris Szaniawski." Do not address the individual by title. Single-space the address and arrange it in block style.

3.1.9.2. Type the elements of the address information as follows:

Line 1: Name of Recipient;  
Line 2: Title, if applicable;  
Line 3: Company, Federal Agency, Organization;  
Line 4: Delivery or Street Address;  
Line 5: City, State, and ZIP Code.

The following examples show the various acceptable order of the address information:

**Non-NASA Addressee**

Mr. Paul B. Smith  
President and Chief Executive  
Officer  
United Space Alliance  
1150 Gemini Avenue  
Houston, TX 77058

**Non-NASA Addressee**

Mr. J. Richard Brown  
President  
National Aviation Club  
1500 N. Johnson Street, Suite  
104\*  
Alexandria, VA 22311  
\*Preferred Suite Placement

**NASA Addressee**

Mr. James. R. Johnson  
Director  
NASA Glenn Research Center  
21000 Brookpark Road  
Cleveland, OH 44135  
(Shows "NASA" and "Center"  
on one line)

**International Addressee  
with Unidentifiable Gender**

Kris Szaniawski  
Editor  
World Statesman  
1 Great Cumberland Place  
London W1 H7AL  
ENGLAND\*\*  
\*\*Preferred for inside address  
but mandatory for addressing  
the envelope.

**NASA Addressee**

Ms. Jane Smith  
Chief Information Officer  
Suite 4E36  
NASA Headquarters  
Washington, DC 20546-0001

**Non-NASA with Nine-Digit ZIP Code**

Mr. Thomas R. Wittor  
Director of Personnel  
Providence Software Company, Inc.  
892 Market Street  
Chicago, IL 60601-1234

**NASA Addressee**

Mr. Kevin Garrett  
Director  
Kennedy Space Center  
National Aeronautics and Space Administration  
Kennedy Space Center, FL 32899  
(Shows "NASA" written out)

**NASA Addressee**

Dr. Parker A. Roberts  
Director, NASA Management Office  
NASA Jet Propulsion Laboratory  
4800 Oak Grove Drive  
Pasadena, CA 91109-8099  
(Shows "NASA" and "Center" on one line)

**International Addressee  
with Delivery Zone**

Mr. W. MacDonald Evans  
President  
Canadian Space Agency  
6767 route de l'Aéroport  
Saint-Hubert, Quebec J3Y 8Y9  
CANADA\*\*  
\*\*Preferred for inside address but mandatory for  
addressing the envelope.

**Non-NASA with Nine-Digit ZIP Code**

Mr. N. T. Saunders  
Chairman, Ethics Committee  
U.S. Department of Transportation  
2100 Second Street, SW  
Washington, DC 20593-0001

3.1.10. Address Lines. No line of the address should be longer than 3 1/2 inches. If an item requires two lines, indent the second line two spaces from the left margin. Limit the address to five lines if possible. See Chapter 7: Envelopes and Mailing, for further information and the proper placement of address information on envelopes and mailers.

3.1.11. Address Salutation. Appendix E: Forms of Addresses, contains proper salutations for domestic and international addresses. The incoming document usually contains the correct address format and is also a good reference.

3.1.12. Salutation. A personalized business letter requires a salutation. See Figures 3-1 and 3-2 of this chapter and

## Appendix E: Forms of Addresses, for examples of proper salutations.

3.1.13. Body of Letter. Single-space text and double-space between paragraphs. Type text paragraphs in block form. When a paragraph is separated into subparagraphs, number and letter the subparagraphs as shown in Figure 3-2 of this chapter. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or at the end of the last full line of a paragraph.

3.1.14. Widows and Orphans. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines of that paragraph can be carried over to that page. See Figure 3-3 of this chapter for instructions on numbering pages.

3.1.15. Succeeding Pages. Type succeeding page(s) of a letter on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately 1 inch to the left of the right edge of the page. Continue the body of the letter two lines below the page number. Allow the same margins as for the first page. See Figure 3-3 of this chapter for instructions on numbering pages.

3.1.16. Complimentary Close. A personalized business letter requires a complimentary close. Use "Sincerely," for all NASA correspondence. Use "Respectfully," when the letter is addressed to the President of the United States.

### 3.1.17. Signature Blocks

a. Format. Type the signature information at the left margin, four or five typing returns below the complimentary close. Type the name, title, and office of the signing official. Do not use titles such as Mr., Mrs., Ms., or Dr. in the signature block. Indent runover title lines two spaces.

Example 1:

Cheryl L. Ellison  
Correspondence Control  
Assistant  
Office of the Chief Engineer

Example 2:

Susan D. Minor  
Chief of Staff  
Office of the Administrator

b. Dual-Signature Blocks. If two people are to sign a letter, arrange the two signature blocks side by side or one beneath the other.

c. If signature blocks are to be placed side by side, begin the first signature block at the left margin and the second block at center. If this arrangement is used, the complimentary close should also begin at the left margin. (This arrangement is appropriate for all letter styles.) When NASA is the originating Agency, the signature block for the NASA official should be at the left margin. Example:

Sincerely,

Robert T. Morgan  
Administrator  
National Aeronautics and Space  
Administration

Margaret Garvey  
Administrator  
Federal Aviation Administration

d. If the signature blocks are positioned one beneath the other, begin typing the second block on the fourth line below the end of the first block, aligned at left.

Example:

Sincerely,

Robert T. Morgan  
Administrator  
National Aeronautics and  
Space Administration

Margaret Garvey  
Administrator  
Federal Aviation Administration

3.1.18. Acting Official. If it is known before typing that an acting official will sign the letter, type that person's name

and the word "Acting" before the title in the signature block. If the letter has been prepared for the signature of the signing official but is actually to be signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed the letter.

3.1.19. Enclosures. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. Enclosures Identified in the Text. When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. Enclosures Not Identified in the Text. When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as in the following examples:

Example of unnumbered enclosures:

4 Enclosures:

Form Letters Handbook

Plain Letters Pamphlet

Organizational Chart

The NASA Scientific and Technical Information System

or

Example of numbered enclosures:

3 Enclosures:

1. Form Letters Handbook

2. Plain Letters Pamphlet

3. Organizational Chart

c. Marking Enclosures.

(1) On the first page of each enclosure, type the word "Enclosure" in the lower right corner, e.g., Enclosure, Enclosure 1, or Enclosure 2.

(2) Before mailing the letter, ensure the number of enclosures shown in the enclosure notation agrees with the number cited in the body of the letter and with the number of items actually enclosed.

3.1.20. Postscripts. Although writing a postscript is discouraged, one may be added to a letter to avoid retyping. Type the postscript two typing returns below the signer's name or title or any other notation, e.g., "Enclosure." At the left margin, type "P.S.:" followed by the postscript. The author then signs or initials the postscript. When the signer handwrites a postscript, type it on all copies or photocopy the original for the file.

3.1.21. Material Sent Under Separate Cover. When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the "Enclosure" notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the letter with the material that is mailed under separate cover.

Example:

Separate Cover:

Form Letters Handbook-10 Copies

Plain Letters Pamphlet-10 Copies

Correspondence Handbook-10 Copies

3.1.22. Courtesy Copies

a. Courtesy Copies (cc:). Type the distribution list of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below the "cc:" single space the list of recipients, using office or organizational codes. Always use titles such as Mr., Mrs., Ms., and Dr. on correspondence outside NASA; titles are

preferred on NASA internal correspondence but may be omitted as long as names are listed in a consistent format. Examples (listed in order of preference):

Ofc of Gen Counsel/Mr. Brown  
Ofc of Gen Counsel/Mr. E. Brown  
Ofc of Gen Counsel/E. Brown

Examples of a designated official in an "Acting" capacity:

CIO/Mr. Smith (Acting)  
CIO/Mr. W. Smith (Acting)  
CIO/W. Smith (Acting)

A dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

b. Preferred Order. Before typing the list of recipients of courtesy copies, study the example below for the correct order. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encls.)" after their names.

Example of a "cc:" list on correspondence originating from GSFC:

**cc:**

GSFC/100/Mr. Gonzales	1. Originator's addressees first*
GSFC/100/Ms. Pierpoint	
HQ/Chief Education Officer/Ms. Roberts	2. Headquarters addressees next.*
HQ/CFO/Ms. Warren	
HQ/CIO/Ms. Orrell	
HQ/Ofc of the Administrator/Ms. Johnson	
ARC/200-1/Ms. Chenier	3. Centers' codes next.*
JSC/AA/Ms. Lopez	
**EPA/Mr. Johnson (w/o encl.)	4. Federal agencies next.*
**EPA/Ms. Lee	
**GSA/Mr. Brown (w/o encl.)	
AT&T/Ms. Smith	5. Non-Federal organizations last.**

\*All lists should be in seniority order. If seniority is unknown, list in alphabetical and numerical order.

\*\*If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the letter.

3.1.23. Official Record Copy Preparation. The official record copy includes all relevant drafting information concerning the correspondence.

a. Blind Courtesy Copies (bcc:). Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:'s" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1D, NASA Records Retention Schedules. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names or organizations. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in this paragraph. Example:

bcc:  
COS/Morgan  
Chief Scientist/Cline  
OSO/Official File 1330

OSO/Reading File (w/o encl.)

#### b. Identification of Office, Writer, and Typist

(1) On the bottom of file copies of the signature page, type the organization of the preparing office, the writer's first initial and surname, the preparer's initials, the date of typing, and the writer's telephone extension. Example:

OSO/JSmith:abd:2/20/05:1234

Type the entire seven-digit telephone number if a Center or office has more than one telephone prefix. Example:

OSO/JSmith:abd:2/20/05:823-1234

(2) If the letter is rewritten or retyped, type a second identification line directly below the first. Example:

OSO/JSmith:abd:2/20/05:1234

Rewritten:OSO/EJones:olr:2/28/05:1222

Retyped:OSO/ht:3/5/05:1223

c. NPR 1441.1D, NASA Records Retention Schedules, contains the Agency filing scheme for indexing files. Type the official file number on all file copies.

## 3.2 Concurrences

### 3.2.1. Obtaining and Documenting Concurrences

3.2.1.1. If concurrence are required, type the office titles, mail suites (if HQ), and names of concurring officials on the bottom of the official file copy (first page) of the letter. Concurring officials sign and date in the space provided.

3.2.1.2. Each time a letter is rewritten or retyped, add an updated identification line to the official record copy. Include the name of the person who rewrote it or the typist's initials. Replace and destroy all previous copies except the official file copy and the marked-up copy. Mark through the previous official file copy with a diagonal red line and staple that marked-up copy to the rewritten one. If the marked-up copy is other than the official file copy, fold it and place it on top of the package for the attention of the rewriter or reviewer. If someone else did the retyping, that person's initials should be in the identification line.

3.2.1.3. Sometimes it is necessary to have concurring or approving officials sign on an original letter or report, e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

\_\_\_\_\_  
(Name and Title) (Date)

Approval:

\_\_\_\_\_  
(Name and Title) (Date)

## 3.3 Assembly for Signature for Standard Business Letter

Assemble letters in accordance with the illustrations in Figure 3-1 of this chapter.

## 3.4 Nonpersonalized Business Letter

3.4.1. General. Study the figures in this section before preparing nonpersonalized business letters. The nonpersonalized business letter is a format for specific types of communications with organizations outside NASA. Use this format when the addressee's name is unknown or when a letter is addressed to an organization with attention to a specific individual for special handling.



3.4.2. Attention: Line. In the nonpersonalized business letter, an attention line generally follows the first line of the address at the left margin.

3.4.3. Salutation. There is no salutation.

3.4.4. Subject. Type the word "Subject:" at the left margin, three typing returns below the last line of the address. One-line subjects are preferred. If more than one line is needed for the subject, begin succeeding lines flush with the first character of the subject. Keep the subject short; state concisely the main topic of the letter. Lengthy subjects are discouraged. If responding to a letter with a "Subject:" line, use the same subject. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a letter, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of only key words within the subject line.

3.4.5. Reference. Avoid a separate reference line in a business letter, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the letter. Type "Ref:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/15/05). List references as (a), (b), (c), single-spaced, in chronological order with the most recent date listed first. See Figure 3-3 of this chapter.

3.4.6. Text. Prepare the text portion in block format, the same as the standard business letter.

3.4.7. Complimentary Close. There is no complimentary close.

## 3.5 Legal Letter

3.5.1. General. The Office of the General Counsel, the Office of the Inspector General, and the Offices of the Chief and Patent Counsel at NASA Centers use the legal letter format. Use this format solely for legal correspondence relating to a specific case, protest, patent, or license.

3.5.2. Format. The legal letter format is based on the standard business letter with the exception of a caption as explained in paragraph 3.6.3 below. All other elements are the same as the standard business letter.

3.5.3. Caption. Begin the caption by typing "Re:" indented five spaces from the left margin. Use the caption to cite the specific case which is the topic of the letter; e.g., protest, patent, or license. If more than one line is needed, begin succeeding lines flush with the first line of the caption. Indent the entire caption five spaces from the right margin of the letter

## 3.6 Multiple-Addressee Letters

3.6.1. General. Study the figures in this chapter before preparing a multiple-addressee letter. Use this format for addressees outside NASA or when a more personalized format is needed for addressees within NASA; e.g., award, thank you and congratulatory letters, or personal invitations.

3.6.2. Format. Prepare identical letters to more than one individual in the same format as the standard business letter.

3.6.3. Original and Copies. Prepare an original letter for each recipient and only one official file copy. Document the list of addressees as follows:

a. Original. When the recipient of a letter needs to know who received identical letters, type "Identical letter to:" two typing returns below the signature block or enclosure line. On the next line, begin the list of recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate sheet and attach it behind the letter. b. File Copies. Document the recipients of the letter on the official file copy when the addressees do not need to know who received copies. On the file copy, type "Identical letter to:" two typing returns below the signature block, enclosure line, or the "cc:" line. On the next line, begin the list of the recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate page and place it behind the file copy.

3.6.4. Exception. When the list of addressees is mostly within NASA, but includes a few individuals from outside NASA, use the multiple-addressee letter as shown in this chapter. An example would be when non-NASA individuals participate in NASA committees or advisory groups.

## 3.7 Assembly for Signature for Multiple-Addressee Letters

3.7.1. General. Assemble a letter in the proper order so the signer can quickly identify and review all pertinent documents.

3.7.2. Instructions. Arrange the letter and accompanying documents as described in Appendix A when the letter is ready for final review and signature.

3.7.3. Administrator's Packages. See Appendix A for instructions for assembly of Administrator's correspondence packages. Complex packages, at any signature level, may be assembled this way for easier understanding.

## 3.8 Condolence Letters

3.8.1. A condolence letter will be prepared by the applicable office for the Administrator's signature upon notification of the death of an employee and, as appropriate, upon the death of a former employee or immediate family member of a current or former employee.

3.8.2. The Office of the Administrator requests that the letter be completed and mailed within three business days after receipt of notification of the death.

3.8.3. The Executive Secretariat will provide assistance in drafting the letter.

3.8.4. A condolence letter, signed by the Administrator, does not preclude office members and colleagues from sending other condolence communications.

## 3.9 Envelopes and Mailing

3.9.1. See Chapter 7: Envelopes and Mailing, for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

3.9.2. Do not type instructions on the letter indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.

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National Aeronautics and  
Space Administration  
Headquarters  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Public Affairs (Should line up with "Reply to Attn of.")  
(Three typing returns)

Mr. John Q. Public  
Resident  
101 Main Street  
Any City, (Abbreviated State) 12345-6789  
(Three typing returns)

Dear Mr. Public:  
(Two typing returns)

This is NASA's standard business letter that is used to correspond with addressees outside NASA. It is also used within NASA when a more personalized format is appropriate; e.g., award, thank you and congratulatory letters, or personal invitations.

The "Reply to Attn of:" is the originator's office name. It is typed at the left margin, three spaces after "Reply to Attn of:."

Type or stamp the date in the center of the page two lines above the "Reply to Attn of." Do not use military style (e.g., 1 Feb 2005) or endings such as "st" or "th" after the date.

A standard business letter requires a salutation (Dear) and complimentary close (Sincerely). Attention or subject lines are not used.

Begin the text two typing returns below the salutation. Text is single spaced with double spacing between paragraphs. Paragraphs are typed in block form. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not begin a second page unless a minimum of two lines of text can be carried over to that page. One-inch margins should be maintained at the left and right and top and bottom.

2

The enclosed updated NASA Correspondence Manual provides detailed instructions on preparing letters. An additional ten copies are being mailed separately.

The "cc" list should be in order of preference as follows: Office of the General Counsel/Mr. Frankle, Office of the General Counsel/Mr. E. Frankle, or Office of the General Counsel/E. Frankle. List all names in a consistent format.

Sincerely,

(Four or five typing returns)

Jane C. Doe  
Correspondence Analyst

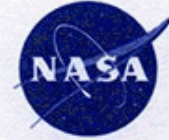
Enclosure

Separate Cover  
NASA Correspondence Manual-Ten Copies

cc:  
Chief Information Officer/Ms. Shaeffer

**Figure 3-1**  
**Standard Business Letter With Enclosure and Material Sent Under Separate Cover**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Office of Public Affairs**  
(Three typing returns)

Mr. John Q. Public  
Resident  
101 Main Street  
Any City, (Abbreviated State) 12345-6789  
(Three typing returns)

Dear Mr. Public:  
(Two typing returns)

In long and complicated letters, numbering of subparagraphs is acceptable for clarity and may be helpful as a reference aid. Main paragraphs are typed in block style.

1. Subparagraphs. Begin the first line of each subparagraph (the number) at the left margin as shown in this example. Single-space between lines and double-space between paragraphs. When a paragraph is subdivided, it must have at least two subdivisions.

a. Observe the following sequence when numbering and lettering subdivided paragraphs; e.g., 1., a., (1), (a).

b. When referring to numbered or lettered paragraphs, reference the numbers and letters without spaces; e.g., "paragraph 3.a.(2)(c)."

2. Headings. Use short headings in lengthy communications for ease of reading.

Sincerely,

Linda A. Morgan  
Director, Media Affairs

**Figure 3-2**  
**Standard Business Letter with Subparagraphs**



National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Public Affairs  
(Three typing returns)

Dr. Alex Gilmore  
University of Houston  
Space Vacuum Research Center  
4800 Calhoun Road  
Houston, TX 77204-5507  
(Three typing returns)

Subject: Nonpersonalized Business Letter Format

Ref: (a) XYZ Corp ltr. from B. Smith to R. Brooks, dated 5/8/05  
(b) NASA ltr. from R. Whitehead to Dear Colleagues, dated 4/25/05

NASA uses this format when writing to an organization. The basic differences from the standard business letter are found in the address portion of the letter. A salutation and complimentary close are not used. Avoid a single reference line in a business letter: incorporate it into the body. For multiple references, either incorporate into the body or list as shown above.

Indicate courtesy copies on the original letter only if the recipient needs to know who received copies. All courtesy copies are shown on the official file copy.

Use blind copies when the recipient does not need to know who received copies. On the official file copy, type "bcc:" at the left margin two typing returns below the last line of the signer's title, the enclosure, or the "cc:" listing. Never type the "bcc" on the original letter.

Only NASA personnel may use NASA letterhead. Contractors will use their company's letterhead.



2

Maintain one-inch margins. A single line of text is never carried over to a second page. Type second and succeeding pages on plain bond page. Type page numbers five lines from the top of the page, approximately one inch from the right margin. Begin the text two lines below the number.

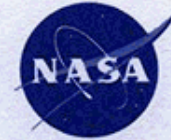
Bridget F. Morgan  
Program Specialist

- 2 Enclosures  
1. Organization Chart (10 copies)  
2. Form Letters Pamphlet

cc:  
Correspondence Control Network

**Figure 3-3**  
**Nonpersonalized Business Letter With References**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of the General Counsel  
(Three typing returns)

The Honorable Margarite Juarez  
Attorney General of the  
United States  
Department of Justice  
Washington, DC 20530  
(Three typing returns)

Re: Doe v. United States  
Civil Action No. 4-88-405 (S.D. Texas)

(Two typing returns)  
Dear Madam Attorney General:  
(Two typing returns)

This is the legal letter format that may be used by the Office of the General Counsel at NASA Headquarters and the Office of the Chief Counsel at NASA Centers.

This format is widely used within the legal community. Use only for legal correspondence relating to a specific case such as protests or licenses. Do not use for general correspondence. The legal format is based on the standard business letter. It includes a caption that identifies the case, protest, patent, or license that is the topic of the letter.

Type "Re:" three typing returns below the last line of the address, indented five spaces from the left margin. If more than one line is needed for the caption, begin succeeding lines flush with the first letter of the caption. Also, the entire caption is

2

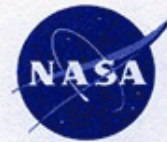
indented five spaces from the right margin. Type the salutation at the left margin, two typing returns below the caption. All other elements are identical to the standard business letter.

Sincerely,

Edward A. Morgan  
General Counsel

**Figure 3-4**  
**Legal Letter Format**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Public Affairs  
(Three typing returns)

Dear Colleague:  
(Two typing returns)

I am pleased to present you with a copy of Spinoff. This publication not only documents several years of successful processes currently utilized in the market place, but it also represents NASA's contributions to the enhancement of quality of life on Earth.

We are proud of our achievements and hope that you will find this publication interesting.

Sincerely,

Janelle R. Hamilton  
Director, Media Relations

Enclosure



2

(Standard Letter Format)  
Identical letter to:

Dr. William Gaskin  
Director  
Center for Technology Commercialization  
100 North Drive  
Westborough, MA 02581

Mr. Ronald Polk  
Director  
Southern Technology Applications Center  
University of Florida, College of Engineering  
One Progress Boulevard  
Alachua, FL 32615

Ms. Lani S. Hummel  
Director  
Mid-Atlantic Technology Applications Center  
823 William Pitt Union  
Pittsburgh, PA 15260

**Figure 3-5**  
**Multiple-Addressee Letter to Non-NASA Addressees**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of **Science Mission Directorate**  
(Three typing returns)

Dr. Claude Conner  
Dr. Ronald Greeson  
National Research Council  
2101 Constitution Avenue, NW  
Washington, DC 20418  
(Three typing returns)

Dear Drs. Conner and Greeson:  
(Two typing returns)

Thank you both for your letter of November 11, 2005, conveying the timely and comprehensive review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and enclosed assessment. I sincerely appreciate your willingness to take on this task and the thoroughness of your findings. Please extend my thanks to the members of the Committee.

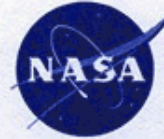
Sincerely,

Carl H. McGaugh  
Science Director  
Office of Space Science

**Figure 3-6**  
**Response to Dual Addressees**



National Aeronautics and  
Space Administration  
Headquarters  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Science Mission Directorate  
(Three typing returns)

Dr. Claude Conner  
National Academy of Science  
200 James Street  
Denver, CO 80236

Dr. Ronald Greeson  
National Research Council  
2101 Constitution Avenue, NW  
Washington, DC 20418

Dear Drs. Conner and Greeson:

Thank you both for your letter of November 11, 2005, conveying the timely and comprehensive review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and enclosed assessment. I sincerely appreciate your willingness to take on this task and the thoroughness of your findings. Please extend my thanks to the members of the Committee.

Sincerely,

Carl H. McGaugh  
Science Director  
Office of Space Science

**Figure 3-6a**  
**Response to Dual Addressees**

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## Chapter 4: Memorandums (Memos) (Formats)

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### 4.1 Standard Memo

NASA policy is to use memos for internal (Agency-wide) use only. Letters are used for external and formal use; e.g., congratulations, retirement, condolence. Before preparing memos, study the figures in this chapter. These guidelines are standard features for correct memo formatting of correspondence within and among all NASA Centers, including Headquarters.

4.1.1. Administrator's Correspondence. See Appendix A: Administrator's Correspondence Preparation and Control, for specific instructions on preparing memos for the Office of the Administrator.

4.1.2. Stationery. Prepare all correspondence on official NASA letterhead. Use plain bond paper for succeeding pages. See Appendix A for stationery to be used for officials in the Office of the Administrator.

4.1.3. Font. Times New Roman 12 is preferred. Use script or italic only for occasional emphasis. To prevent a memo from continuing onto a second page, the font size of the type may be slightly reduced.

4.1.4. Ink. Use black or blue-black ink to sign correspondence.

4.1.5. Margins. Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately one inch. Set the top margin at one inch on the second and succeeding pages. Do not justify the right margin.

4.1.6. File Copies. Always prepare an official record copy.

a. Official File Copies. Prepare a white copy visibly marked in the upper right corner "Official File" or "Official Record Copy."

b. Other File Copies. Prepare only the number of copies required for distribution, based on the correspondence practices of the preparing office.

4.1.7. Reply to Attn of: line. For Headquarters correspondence, type the writer's organization title (abbreviation is acceptable) which serves as a basic identification symbol and must appear on all outgoing correspondence. Centers use office codes.

4.1.8. Dating Correspondence. Type or stamp the date (centered) two lines above the "Reply to Attn of:" line (e.g., August 20, 2005). Do not use military style (e.g., 20 Aug 2005) or endings such as "st" or "th" after the day (e.g., Aug 20th).

4.1.9. Address. Always type the "TO:," "THRU:," "FROM:," and "SUBJECT:" in all caps.

a. **TO:** Type "TO:" at the left margin, three typing returns below the "Reply to Attn of:" line. Seven spaces after "TO:," type the title of addressee. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo from a title to a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

b. **THRU:** Use the "THRU:" line when one or more addressees are needed to endorse (i.e., approve, concur, coordinate) the document prior to its receipt by the addressee and when the endorsement needs to appear on the original document. The "THRU:" line addressee signs and dates the memo next to his or her name before forwarding. Type "THRU:" directly below the last line of the "TO:" line. Align the addressee information with the "TO:" line above. Single-space between each "THRU:" line addressee.

c. **FROM:** Type "FROM:" at the left margin, two typing returns below the "TO:" or "THRU:" line. The text aligns with the "TO:" or "THRU:" line. The "FROM:" line includes the office name and title of the signer and should align with the "TO:" or "THRU:" lines. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to

have a memo to a title from a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

d. **SUBJECT:** Type "SUBJECT:" at the left margin in all caps, two typing returns below the last line of the "FROM:" line. Begin the text of the subject line two spaces after the colon. If more than one line is needed for the subject, begin succeeding lines aligned with the first character of the subject. State concisely the main topic of the memo. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a memo, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of only key words within the subject line.

4.1.10. Reference Line. Avoid a reference line in a business memo, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the memo. Type "REF:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/5/05). List references as (a), (b), (c), single spaced in chronological order with the most recent date listed first. Align the paragraphs with the text in the "SUBJECT:" line. See Figure 4-2 of this chapter.

4.1.11. Body of Memo. Begin typing the body of the memo two lines below the "SUBJECT:" or "REF:" lines. Use single-spaced text, and double-space between paragraphs. Type text paragraphs in block form. When a paragraph is broken into subparagraphs, number and letter the subparagraphs as shown in Chapter 3, Figure 3-2. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or the end of the last full line of a paragraph.

4.1.12. Widows and Orphans. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines can be carried over to that page.

4.1.13. One-Paragraph Memo. Double-spacing may be used if a memo contains only one paragraph and consists of 10 lines or less. See Figure 4-2 of this chapter.

4.1.14. Succeeding Pages. Type succeeding page(s) of a memo on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately one inch from the right edge of the page. Continue the body of the memo two lines below the page number. Apply the same margins as those on the first page.

#### 4.1.15. Signature Blocks

a. Format. Type the signature information at the left margin, five typing returns below the last line of text. Type the name of the signing official only. Do not use Mr., Mrs., Ms., or Dr., in the signature block.

b. Acting Official. If it is known before typing that an acting official will sign the memo, type that person's name and the word "Acting" before the title in the "FROM:" line. If the memo has been prepared for the signature of the signing official but is actually signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed.

4.1.16. Enclosures. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. Enclosures Identified in the Text. When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. Enclosures Not Identified in the Text. When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as follows:

Example of unnumbered enclosures:

4 Enclosures:

Form Letters Handbook

Plain Letters Pamphlet

Organizational Chart

The NASA Scientific and Technical Information System Brochure

or

Example of numbered enclosures:

## 3 Enclosures:

1. Form Letters Handbook
2. Plain Letters Pamphlet
3. Organizational Chart

c. Marking Enclosures. On the first page of each enclosure, the word "Enclosure" must be typed in the lower right corner; e.g., Enclosure, Enclosure 1, Enclosure 2.

4.1.17. Material Sent Under Separate Cover. When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the "enclosure" notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the memo with the material that is mailed under separate cover. Example:

## Separate Cover:

Form Letters Handbook-10 copies

Plain Letters Pamphlet-10 copies

Correspondence Handbook-10 copies

## 4.1.18. Courtesy Copies.

a. Courtesy Copies (cc:). Type the distribution of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below "cc:," single-space the list of recipients, using office or organizational codes and identifying whether HQ or Center (if applicable).

Examples (listed in order of preference):

## cc:

Ofc of the Gen Counsel/Mr. Franklin

Ofc of the Gen Counsel/Mr. E. Franklin

Ofc of the Gen Counsel/E. Franklin

Examples of designating officials in an "Acting" capacity:

CIO/Mr. Smith (Acting)

CIO/Mr. M. Smith (Acting)

CIO/M. Smith (Acting)

A dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

b. Preferred Order. The following example provides the correct order of recipients of courtesy copies. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names.

Example:

**cc:**

HQ/Ofc of Institutions and Mgmt/Dr.  
Warren

1. Originator's addressees  
first.\*

HQ/Ofc of Space Ops/Ms. Olsen

HQ/Ofc of the IG/Ms. Ledford

2. Headquarters addressees  
next.\*

HQ/Exploration Sys Missions

Directorate/Mr. Owens

HQ/Ofc of Public Affairs/Mr. Sullivan

HQ/Ofc of Ext Relations/Ms. Irwin

ARC/200-2/Ms. Jaynes

3. Centers' codes next.\*

ARC/233-14/Ms. Chenier

DFRC/O/Ms. Rudy

JSC/AA/Ms. Womack

JSC/AC/Ms. Marshall

\*\*DOC/Mr. Lancaster (w/o encl.)

4. Federal agencies next. \*

\*\*DOT/Mr. Smith

\*GSA/Mr. Merman (w/o encl.)

Johns Hopkins University/Dr. Reader

5. Non-Federal organizations  
last.\*\*

Seattle, WA/Mr. Jones

\*All lists should be in seniority order if known. Otherwise they should be listed alphabetically and numerically.

\*\*If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the memo.

c. Blind Courtesy Copies (bcc:). Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1D, NASA Records Retention Schedules. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o enclosure)" or "(w/o encl.)" after their names or organizations. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in Chapter 3, paragraph 3.1.23.a. Example:

bcc:

Ofc of Procurement/Mr. Sullivan

OLA/Official File 1330

OLA/Reading File (w/o enclosure)

4.1.19. Official Record Copy Preparation. The official record copy includes all relevant drafting information concerning the correspondence.

a. Identification of Office, Writer, and Typist.

(1) On the bottom of file copies of the signature page, type the organization of the preparing office, the writer's first initial and surname, the typist's initials, date of typing, and the writer's telephone extension. Example:

OLA/JSmith:abd:2/20/05:1234

(2) If the memo is rewritten or retyped, type a second identification line directly below the first. Example:

OLA/JSmith:abd:2/20/05:1234

Rewritten: OLA/EJones:olr:2/28/05:8135

Retyped:OLA/sdf:3/5/05:1024

a. NPD 1440.6G, NASA Records Management, and NPR 1441.1D, NASA Records Retention Schedules, contain the NASA numbering system for indexing files. Type the official file number on all file copies as indicated in paragraph 4.1.20.a.

## 4.2 Concurrences

### 4.2.1. Obtaining and Documenting Concurrences

4.2.1.1. If concurrences are required, type the office title and names of concurring officials on the bottom of plain bond paper (first page) which will be used as the official file copy of the memo. Concurring officials will sign and date in the space provided.

4.2.1.2. Each time a memo is rewritten or retyped, an updated identification line should be added to the official record copy. Replace and destroy all previous copies except the official copy and the marked-up copy. Mark through the previous official copy with a diagonal red line and staple it to the back of the rewritten one. If the marked-up copy is other than the official one, fold it and place it on the top of the package for the attention of the rewriter or reviewer.

4.2.1.3. Sometimes it is necessary to have concurring or approving officials sign on an original letter or report; e.g.,



personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

---

(Name and Title)

---

(Date)

Approval:

---

(Name and Title)

---

(Date)

### 4.3 Assembly for Signature for Memos

Assemble memos as illustrated in Figures 4-7 and 4-8.

### 4.4 Multiple-Addressee Memos

Memos are often addressed to more than one individual and require a variety of formats. Study the figures in this chapter before preparing a multiple-addressee memo.

4.4.1. Address. If a memo is addressed to more than three individuals, address it to a categorical group. If addressees do not fall under a category, address the memo to "Distribution." Figures 4-7 through 4-11 illustrate forms of addressees for all variations of multiple-addressee memos.

4.4.2. Original vs. Photocopy. When addressees are listed in the "TO:" line of a memo, send each individual an original memo with an original signature. If addressees are part of a distribution list, send each addressee a photocopy of the signed memo and retain the original in the official file.

4.4.3. Distribution List. Type the name of the specific group or "Distribution:" two typing returns below the signature block, the enclosure line, or the separate-cover listing line as applicable. Begin the list of all recipients directly beneath the heading. Single-space the list and arrange in alphabetical order by Center/Code (or organization), except when listing those names at the signer's Center first. When the list will not fit on the same page as the signature, type a separate page for the distribution list, or a dual-column list may be used. After the memo is signed, staple the list in front of the memo. See Figure 4-7.

### 4.5 Memorandum for the Record

A memorandum for the record is an informal memo used to establish an official record of telephone conversations, meetings, conferences, or travel. See Figure 4.12.

4.5.1. The original is filed by the author for future reference; therefore, a "TO:" line is not required.

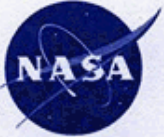
4.5.2. A "cc:" notation, as shown in Figure 4-12, names individuals who are to receive copies. All other rules for preparation of memos apply to this figure.

### 4.6 Envelopes and Mailing

4.6.1. See Chapter 7: Envelopes and Mailing, for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

4.6.2. Do not type instructions on the memo indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.

---



National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001

(Center date)

Reply to Attn of: **Office of Human Capital Management**  
(Three typing returns)

**TO:** Associate Administrator for Institutions and Management

**FROM:** Assistant Administrator for Human Capital Management

**SUBJECT:** Format for NASA Standard Memorandum  
(Three typing returns)

This is the standard format used for preparing memos within NASA. Memos are typed in block style. The "Reply to Attn of:" line is the first line of the memo and establishes the top and left margins.

Use all caps to type TO, FROM, and SUBJECT. Double-space and align each item. The use of titles is preferred; however, a full name is also acceptable.

If more than one line is required for the subject line, begin succeeding lines flush with the first character of the subject. If responding to a memo, use the same subject as the incoming memo. Spell out acronyms or abbreviations and follow them with the acronym in parentheses if they are used in the body of the memo. Capitalize the first letter of key words within the subject line. Do not use a salutation or complimentary close.

Vicki R. Black

Enclosure

cc:  
Management Systems Division/Ms. Flicker

**Figure 4-1 Standard Memo**

---

National Aeronautics and  
Space Administration  
Headquarters  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Human Capital Management  
(Three typing returns)

TO: Deputy Administrator  
THRU: Associate Administrator for Institutions and Management

FROM: Assistant Administrator for Human Capital Management

SUBJECT: "THRU" and "REF" Lines in Standard Memos

REF: (a) U.S. Government Correspondence Manual, February 2005  
(b) NPR 1450.10D, January 2005

(Three typing returns)

This is an example of a one-paragraph memo that consists of less than 10 lines.

Note that it can be double-spaced. Use this format when "THRU" and "REF" lines are used.

Vicki R. Black

Enclosure

cc:  
Management Systems Division/Ms. Flicker

**Figure 4-2**  
**One-Paragraph Memo with "THRU" and "REF" Lines**



National Aeronautics and  
Space Administration  
Headquarters  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of External Relations  
(Three typing returns)

TO: Kennedy Space Center  
Attn: Director

FROM: Chief of Strategic Communications

SUBJECT: Update of Planned Russian Attendance for STS-121 Launch  
(Three typing returns)

This is an example of a standard memo from Headquarters to a Center.

**Figure 4-3**  
**Standard Memo from Headquarters to a NASA Center**

National Aeronautics and  
Space Administration  
Headquarters  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: CN22 (This identifies a Center-specific code or organization.)  
(Three typing returns)

TO: NASA Headquarters  
Attn: Secretary to the Chief Financial Officer

FROM: CN22/Correspondence Program Manager

SUBJECT: Standard Memo  
(Three typing returns)

This is an example of a memo from a Center to a Headquarters office.

**\*HQ letterhead used for illustrative purposes only. Of course, the Center will use its own letterhead.**

**Figure 4-4**  
**Standard Memo from a NASA Center to Headquarters**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Office of Human Resources**  
(Three typing returns)

TO:       Chair, Incentive Awards Board

FROM:     Executive Secretary, Incentive Awards Board

SUBJECT: Designation of Expert Panel Members  
(Three typing returns)

I request your approval of the nominations I received from the Incentive Awards Board members for individuals to serve on the expert panel for this year's honor awards nominations (see enclosure).

As soon as your response is received, I will send a formal notification memo to the approved panel members.

Antonio T. Rodriguez

Enclosure

Approval:

(Five typing returns)

\_\_\_\_\_  
James L. Hyde  
Chair, Incentive Awards Board

\_\_\_\_\_  
(Date)

**Figure 4-5**  
**Memo Depicting an Approval Line**



National Aeronautics and  
Space Administration  
Headquarters  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Institutions and Management  
(Three typing returns)

TO: Officials-in-Charge of Headquarters Offices  
Directors, NASA Centers

FROM: Associate Administrator for Institutions and Management

SUBJECT: 2006 Federal Savings Bond Campaign  
(Three typing returns)

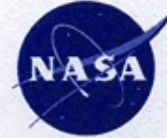
The 2006 Savings Bond Campaign begins next month. This year's theme is "U.S. Savings Bonds, A Great Way to Save." The purchase of Savings Bonds is an investment which helps promote personal savings and reduce the cost of Government financing. For this year, I have set a participation goal of 40 percent within NASA. I will be assigning a chairperson for this year's campaign within the next week and will provide that individual's contact information.

Your involvement in this program is appreciated.

Richard A. Millhouse

**Figure 4-6**  
**Multiple-Addressee Memo to Officials-in-Charge of Headquarters Offices and**  
**Center Directors**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of the Chief Education Officer  
(Three typing returns)

TO: NASA Executive Resources Board Members

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Specific Group  
(Three typing returns)

When a memo is intended for a specific group of individuals, enter a categorical address on the "TO" line. Do not abbreviate or use acronyms in either the "TO" or "FROM" lines. Establish the use of the acronym by spelling it out first, followed by the acronym in parentheses, either in the "SUBJECT" line or the first time it is used in the text.

List all recipients at the bottom of the memo under the heading of the categorical address.

Richard A. Millhouse

NASA Executive Resources Board Members:  
Office of Diversity and Equal Opportunity/Dr. Winns  
Office of the General Counsel/Mr. Phillips  
Office of Public Affairs/Mr. Morgan  
Science Mission Directorate/Mr. Gilmore  
GRC/Dr. Jackson  
GSFC/Mr. Brewer  
SSC/Mr. Hohl

cc:  
Office of the CIO/Ms. Davidian

**Figure 4-7**  
**Multiple-Addressee Memo to Specific Group**



National Aeronautics and  
Space Administration  
Headquarters  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of the Chief Education Officer  
(Three typing returns)

TO: Distribution

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Distribution  
(Three typing returns)

When no categorical address can be identified, the "TO:" line should be addressed to  
"Distribution."

List all recipients at the bottom of the memo under a separate heading of "Distribution."

Richard A. Millhouse

Distribution:

Office of Diversity and Equal Opportunity/Dr. Morgan  
Office of the General Counsel/Mr. Phillips  
Office of Public Affairs/Mr. August  
Science Mission Directorate/Mr. Gilmore  
GRC/Dr. Johnson  
GSFC/Mr. Olson  
SSC/Mr. Orgeron

cc:  
Office of the CIO/Ms. Davidian

**Figure 4-8**  
**Multiple-Addressee Memo to Distribution**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Space Operations Mission Directorate  
(Three typing returns)

TO: Chief Safety and Mission Assurance Officer  
  
Marshall Space Flight Center  
Attn: DA01/Director

FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Headquarters and Center from  
Headquarters  
(Three typing returns)

Use this format when addressing a memo to an individual at Headquarters and to an individual at a NASA Center.

**Figure 4-9**  
**Multiple-Addressee Memo to Headquarters and a NASA Center**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Space Operations Mission Directorate  
(Three typing returns)

TO: Goddard Space Flight Center  
Attn: 151/Chief, Financial Management Division  
201/Chief, Institutional Support Office  
331/Chief, Facilities Division

FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Center from Headquarters  
(Three typing returns)

When a memo is addressed to no more than three individuals at the same NASA Center, list the individuals either alphabetically or numerically (single-space between addressees). If four or more individuals are being addressed, address the memo to "Distribution" as depicted in Figure 4-8.

**Figure 4-10**  
**Multiple-Addressee Memo to Three Individuals Within a NASA Center**



National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Office of Institutions and Management**  
(Three typing returns)

**TO:** Associate Administrator for Exploration Systems Mission Directorate  
Associate Administrator for Science Mission Directorate  
Associate Administrator for Space Operations Mission Directorate

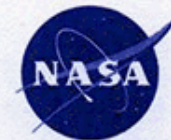
**FROM:** Associate Administrator for Institutions and Management

**SUBJECT:** Multiple-Addressee Memo  
(Three typing returns)

Memos may be addressed to up to three individuals within Headquarters or a NASA Center. If the number of addressees exceeds three, address the memo to "Distribution" as depicted in Figure 4-8.

**Figure 4-11**  
**Multiple-Addressee Memo not to Exceed Three Individuals Within Headquarters**

National Aeronautics and  
Space Administration  
**Headquarters**  
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **MEMORANDUM FOR THE RECORD**  
(Three typing returns)

From March 8 through March 12, 2006, William F. Johnson may approve use of the autopen for the Administrator's correspondence.

Paul B. Richardson  
Director, Flight Operations

cc:  
Office of the Administrator/Ms. Cagle  
Office of the Administrator/Ms. French  
Office of the Administrator/Mr. Lee

**Figure 4-12**  
**Memorandum for the Record**





---

## Chapter 5: Information Communications

5.1 GENERAL. Type or legibly handwrite and proofread information communications.

5.1.1. Routing slip. Use NASA Form 26 , NASA Routing Slip, to direct correspondence or other documents to one or more addressees within NASA.

a. Brief, informal comments may be made on the routing slip, but DO NOT use for recording approvals, nonapprovals, or concurrences pertaining to attached documentation.

b. Number the block to the left of the addressee's name to agree with the number of the action requested from items listed. A recipient may add addressee(s) to the slip.

---

# Chapter 6: Electronic Communications

## 6.1 General

For electronic communications, follow the tips from The Gregg Reference Manual (latest edition).

6.1.1. Keep e-mail messages as short as possible, ideally to one screen. Organize your sentences in short, single-spaced paragraphs.

6.1.2. One subject. Try to restrict each message to one subject. If you have several topics to cover, consider separate e-mails for each topic.

6.1.3. Do not use all capital letters in your messages. Follow the standard rules of capitalization.

## 6.2 Electronic Mail Communications

6.2.1. E-mail is an alternative communications tool to facilitate Government business. Attachments such as PDF-scanned, signed documents meet the definition of official correspondence and should be handled as such. If the cover e-mail contains information that should be managed as official correspondence, it should become part of the official record. Management procedures for handling electronic communications are defined in NPD 1440.6, NASA Records Management, and NPR 1441.1, NASA Records Retention Schedule. More specific policy, procedures, and guidelines for identifying and managing electronic communications are being developed by NASA's Office of the Chief Information Officer.

6.2.2. Microsoft Outlook or Entourage are the electronic services (e-mail) used by NASA Headquarters. Each NASA Center has a postmaster who is responsible for the effective use of the e-mail system and for coordinating with the postmasters at the other NASA Centers.

6.2.3. Unclassified E-mail systems are not secure. Never use them to transmit classified information even if it is encrypted. However, sensitive, but unclassified, information may be sent by e-mail if it is encrypted.

6.2.4. Personalized signature blocks should reflect official business information; e.g., sender's name, title, organization, and telephone and fax numbers.

## 6.3 Facsimile (Fax)

6.3.1. Use facsimile transmissions to transmit time-critical, official business. Since faxing costs much more than ordinary mail services, fax only when necessary. After faxing, send the original correspondence for official record purposes. Fax classified information only from secure fax systems located at the Center's Security Office and some communications centers. It is also possible to use these secure systems to fax sensitive but unclassified information.

6.3.2. Lead Sheet for Fax Transmission. Use a lead sheet as the first page of transmissions outside NASA. Show both the sending and receiving Center's name in the "TO:" and "FROM:" lines. In addition to the names of the person(s) addressed and the telephone numbers, show both the sending and receiving fax numbers, voice numbers, and office mail codes (Centers) or suite numbers. Provide additional information concerning the message in the "TO:" section of the form. The office of primary responsibility for the transmission keeps the official file copy.

6.3.3. Page Size. Pages to be transmitted may be 8 1/2 by 11 inches to 8 1/2 by 16 1/2 inches.

6.3.4. Multiple Addressees. Fax machines are located in most NASA offices and are very efficient for sending time-critical information to one or more addressees. Every NASA Center has a Communications Center that has the capability of simultaneously sending documents to multiple addressees.

6.3.5. Approval. Transmissions of more than 50 pages may require the signature of a Branch Chief or higher level

official and full justification in the body of the form.

## **6.4 Other Types Of Communications Services**

6.4.1. Centers vary in their capabilities to provide additional types of electronic communications services. Each Center should make its users aware of these services which may include telex services.

6.4.1.1. Priority Letter. Laser-printed priority letters are delivered within 2 business days in the United States.

6.4.1.2. Telegram. Telegrams are delivered by telephone or printed copy in a few hours to any location within the Continental United States and to Canada.

6.4.1.3. Cablegram. Cablegrams are delivered overnight by printed copy to Hawaii and overseas locations. Send a cablegram to communicate with someone overseas who does not have a fax or telex.

6.4.1.4. Mailgram. Mailgrams are overnight letters you can send to anyone in the Continental United States, Puerto Rico, and Canada and are delivered with the next day's mail.

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# Chapter 7: Envelopes And Mailing

## 7.1 General

- 7.1.1. This chapter explains how to address letter-sized envelopes and other mailers for unclassified correspondence
- 7.1.2. Use only Government-approved envelopes and mailers. All official Government mail must be placed in approved mailers, and all outgoing mail must be processed by a NASA Mail Center.
- 7.1.3. Do not use U.S. Postal Service (USPS) deposit boxes or USPS Centers to transmit official Government mail.
- 7.1.4. Obtain information for bulk or mass mailings and use of the NASA mailing permit indicia from your Center's Mail Manager.
- 7.1.5. Consult your Center's Mail Manager or mail handbook about types, costs, and restrictions for special mail services, including registered, certified, and express and expedited mailing or shipping requirements, bulk and mass mailings, and messenger services.

## 7.2 Envelopes

- 7.2.1. Use NASA-printed envelopes to send official mail through the USPS (via the NASA Mail Center) and to other NASA Centers.
- 7.2.2. Use preprinted NASA mailing labels on plain business and flat-sized envelopes and other mailers.
- 7.2.3. Use the smallest sized envelope necessary to reduce postage costs.
  - a. Letter-sized envelopes (4 1/8 x 9 1/2 inches). Fold from one to five pages of correspondence to a 1/4 inch maximum thickness.
  - b. Flat envelopes. Flat envelopes are rectangular in shape and exceed one or more of the maximum dimensions for letter-sized envelopes but do not exceed 15 inches in length, 12 inches in height, or 3/4 inches in thickness. The NASA standard flat-sized envelopes are brown, 9 1/2 x 12 inches, and brown, 10 x 12 inches. Use flat envelopes for communications that cannot be folded or, if folded, will exceed the
  - c. 1/4-inch maximum thickness permitted for letter-sized envelopes.
- 7.2.4. Do not use any other envelopes or mailers other than those described above. Consult with your Center's Mail Manager before using any other envelope or mailer to ensure they comply with NASA policy and USPS restrictions.
- 7.2.5. Do not use window envelopes to mail general correspondence. Window envelopes cannot be used to mail material that:
  - a. contains national security information.
  - b. is highly confidential to NASA or the addressee.
  - c. is being sent registered mail via the USPS.
  - d. is being sent to international addresses.
  - e. is being sent to high-level officials in the Government or private sector.
- f. 7.2.6. Do not use staples to secure any size mailer, including padded mailers.

## 7.3 Address Information And Placement

- 7.3.1. Addresses must include, at a minimum, the five-digit ZIP Code and, when available, ZIP Code + four digits.
- 7.3.2. Place the address information on standard letter-sized envelopes within the automatic machine reading zone.
- 7.3.3. Type, stamp, or machine print the address. Avoid script or other fancy font styles.
- 7.3.4. Use all uppercase letters. The USPS prefers no punctuation (except the hyphen in the nine-digit ZIP Code).
- 7.3.5. Use only the approved two-letter State abbreviations in addresses. Do not use these abbreviations in the body of the correspondence.
- 7.3.6. International Destinations: Place the name of the country on the last line in all- capital letters.
- 7.3.7. The mail code of the originating office (suite number for HQ mail) must be placed in the top left corner of the envelope or mailing label. This is a mandatory requirement and is used to identify items returned for nondelivery.
- 7.3.8. Avoid attention lines if possible. If one is necessary, placement must be on the first line of the address information.
- 7.3.9. The address information must be in proper sequence. Address information should be limited to five lines if possible. Examples:

## NASA

DR DONALD HENRY  
DIRECTOR  
NASA AMES RESEARCH CENTER  
MAIL STOP 200  
MOFFETT FIELD CA 94035-1000

## Industry

MR JOHN DOE  
MGR ADVANCED PROGRAMS, ASTRONAUTICS DIV  
LOCKHEED MISSILES AND SPACE COMPANY INC  
1111 LOCKHEED HWY  
SUNNYVALE CA 94089-3504

## University

DR JOHN DOE  
DEPARTMENT OF AERONAUTICS AND ASTRONAUTICS  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE MA 02139

## Military

NAVAL AIR STATION  
DEPARTMENT OF THE NAVY  
PATUXENT RIVER MD 20670-5304

## Foreign

MR THOMAS CLARK  
117 RUSSELL DRIVE  
LONDON WIP6HQ  
ENGLAND

- 7.3.10. USPS-Approved State and Territories for Addresses. Use the following two-letter abbreviations typed in all caps with no punctuation:

Alabama	AL	Alaska	AK
Arizona	AZ	Arkansas	AR
California	CA	Colorado	CO

Connecticut	CT	Delaware	DE
District of Columbia	DC	Florida	FL
Georgia	GA	Guam	GU
Hawaii	HI	Idaho	ID
Illinois	IL	Indiana	IN
Iowa	IA	Kansas	KS
Kentucky	KY	Louisiana	LA
Maine	ME	Maryland	MD
Massachusetts	MA	Michigan	MI
Minnesota	MN	Mississippi	MS
Missouri	MO	Montana	MT
Nebraska	NE	Nevada	NV
New Hampshire	NH	New Jersey	NJ
New Mexico	NM	New York	NY
North Dakota	ND	Ohio	OH
Oklahoma	OK	Oregon	OR
Pennsylvania	PA	Puerto Rico	PR
Rhode Island	RI	South Carolina	SC
South Dakota	SD	Tennessee	TN
Texas	TX	Utah	UT
Vermont	VT	Virgin Islands	VI
Virginia	VA	Washington	WA
West Virginia	WV	Wisconsin	WI
Wyoming	WY		

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# Chapter 8: Classified Correspondence

## 8.1 General

8.1.1. In accordance with EO 12958, as amended, ?Classified National Security Information and NPR 1600.1, Chapter 5, NASA Security Program Procedural Requirements, this chapter establishes the primary reference for preparing, marking, and handling classified correspondence and should be reviewed by all personnel dealing with classified information.

8.1.2. The Assistant Administrator (AA) for the Officer of Security and Program Protection (OSPP) is responsible for providing direction and oversight for an Agency-wide security classification management program. The Center Chief of Security (CCS) is responsible for providing guidance to individuals responsible for preparing classified information.

8.1.3. Anyone preparing classified correspondences must consult the CCS to receive authorization for preparing classified correspondences and to find out what equipment and storage containers are approved for classified processing and storage. All material and equipment used in the preparation of classified correspondences such as disk, hard drives, draft and source documents, and working papers should be marked with the appropriate classified cover page or stickers and secured in a General Services Administration (GSA)-approved security container or a designated Secure Area for the storage of classified information and material.

## 8.2 Security Classification Reminders

8.2.1. Preparers of classified documents must comply with the following guidelines:

- a. Only individuals specifically authorized in writing by the OSPP may classify documents originally.
- b. Only individuals with the appropriate security clearance required by their work to restate classified source information may classify documents derivatively.
- c. There are three levels of classification, ?TOP SECRET,? ?SECRET,? and ?CONFIDENTIAL.? Do not use other terms, such as ?Official Use Only,? or ?Administratively Confidential,? to identify Classified National Security Information (CNSI). NASA information that is SENSITIVE BUT UNCLASSIFIED (SBU) should be prepared in accordance with NPR 1600.1, Chapter 5, Information Communications, which deals with certain categories of unclassified information.
- d. Information shall not be classified for any reason unrelated to the protection of the national security.
- e. Classifiers are responsible for ensuring that information is appropriately classified and properly marked.
- f. To have access to classified information, a person must have a security clearance at an appropriate level, a signed nondisclosure agreement, and a ?need-to-know.?
- g. Individuals who believe that information in their possession is inappropriately classified, or inappropriately unclassified, are expected to bring their concerns to the attention of responsible officials.
- h. ?X1 through X8? are not approved markings for documents originally classified under EO 12958, as amended, and should not be contained in any originally classified documents on, or after, September 22, 2003.
- i. ?OADR? is not an approved marking for documents originally classified under j. EO 12958, as amended, and should not be contained in any originally classified documents that have been created after October 14, 1995.

## 8.3 Format and Marking of Originally Classified Documents

8.3.1. Except for marking requirements, prepare classified correspondence in the same format as unclassified

correspondence. EO 12958, as amended, contains the essential markings required on every classified document which include:

- a. Portion marking.
- b. Overall classification.
- c. A ?Classified by? line to include the identity, by name or personal identifier, and position of the original classifier, and if otherwise not evident, the agency and office of origin.
- d. A reason for classification.
- e. A ?Declassify on? line which shall indicate one of the following, based on the sensitivity of the information in accordance with Sec. 2001.12 of ISOO Directive No. 1:
  - (1) A date or event less than 10 years from the date of the document; or, if unable to identify such a date or event;
  - (2) A date 10 years from the date of the document; or
  - (3) A date greater than 10 and less than 25 years from the date of the document; or
  - (4) A date 25 years from the date of the document.

Please refer to <http://www.archives.gov/isoo/> ?Marking Classified National Security Information Handbook May 2005? to receive detailed instructions on how to prepare classified documents and correspondence.

8.3.2. In addition to the three levels of classification, TOP SECRET, SECRET, and CONFIDENTIAL, there are certain caveats used with the classification level which subjects the information to other controls on its distribution and handling. For example, (TOP SECRET/NOFORN) marked on the document means the document is classified at the TOP SECRET level, and the information cannot be released to a Foreign National. A few of the most commonly used caveat markings are:

- a. NOFORN ? Restricts access from Foreign Nationals.
- b. SCI ? Sensitive Compartmented Information.
- c. CRYPTO ? Cryptographic Material, which must be handled through special channels.
- d. CNWDI or N ? Critical Nuclear Weapons Design Information.
- e. WNINTEL ? Warning Notice ? Intelligence Sources or Methods Involved.
- f. COMSEC ? The protection of all elements of telecommunication, encryption, transmission, emissions, and the physical security of equipment and materials in the Communication Security area.

## 8.4 Transmission of Classified Correspondence

8.4.1. The term ?transmission? refers to any movement of classified material from one place to another. Classified material shall be transmitted either in the custody of an appropriately cleared individual, by an approved system, or by courier.

8.4.2. NPR 1600.1 provides detailed information on how classified information shall be handled within a NASA facility and outside NASA. Contact the CCS for information and assistance in preparing classified information for distribution.

8.4.3. Classified information traveling inside or outside a NASA facility shall be covered with the appropriate coversheet (Standard Form 703, 704, or 705), and a classified material receipt (NASA Form 387) must be attached to the document or the inner envelope and enclosed in a single opaque inner and outer envelope. The inner envelope shall be plainly marked on both sides with the assigned classification and addresses of both sender and addressee. The outer envelope shall be sealed with the address of both the sender and addressee with no identification of the classification level on the outer envelope.

8.4.4. TOP SECRET information shall only be transmitted by:

- a. Defense Courier Service (DCS).



- b. Department of State Courier System.
- c. Appropriately cleared NASA civilian personnel specifically designated as a courier.
- d. Telecommunications systems specifically approved for transmission of Top Secret material.

8.4.5. SECRET information shall be transmitted by:

- a. Approved methods for Top Secret with a few exceptions (see NPR 1600.1 for details).
- b. USPS registered mail within and between the 50 United States and its Territories.
- c. USPS Express Mail Service may be used between NASA units and contractors within and between the 50 United States and its Territories. USPS Express Mail is authorized only when it is the most cost-effective method or when time or mission constraints require it. The package shall be properly prepared for mailing. The USPS Express Mail envelope shall not serve as the outer wrapper. Under no circumstances shall the sender execute the "WAIVER OF SIGNATURE AND INDEMNITY" section of the USPS Express Mail label for classified material. This action can result in drop-off of a package without the receiver's signature and possible loss of control.

8.4.6. Confidential information shall be transmitted by:

- a. Approved methods for Secret material transmission.
- b. Registered mail recommended but can be sent USPS First Class between NASA and other U.S. Government agency locations anywhere in the U.S. and its Territories. However, the outer envelope or wrapper of such Confidential material shall be marked "FIRST CLASS" and endorsed "RETURN SERVICE REQUESTED."

NOTE: Before transmitting any classified material inside or outside a NASA facility, contact the Center Security Office or the Center Security Office Central Registry to ensure the document is appropriately accounted for before providing the information to another individual or agency.

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## Appendix A: Administrator's Correspondence Preparation And Control

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1. Before preparing memos or letters for Principals of the Office of the Administrator, study the figures in this appendix. Prepare Administrator's correspondence in a clear, direct, and concise style and limit to one page if possible. If additional information is essential, develop it in an enclosure.
  - a. Letters. Prepare letters in the modified semiblock style, indenting paragraphs five spaces (see Appendix A, Figure A-1). Do not right-justify the margin.
  - b. Memos. Prepare memos in block style, following the general guidelines outlined in Chapter 4: Memorandums (see Figure A-2 of this appendix). Do not right-justify margins.
  - c. Approval Memos. When requesting approval of Principals of the Office of the Administrator, prepare a memo for the official's signature containing the proposed response. See Appendix A, Figure A-3.
  - d. White House and Congressional Correspondence. See Appendix B, White House and Congressional Correspondence.
2. Stationery. Use Office of the Administrator's letterhead for preparing letters and memos for the signature of Principals of the Office of the Administrator. Administrator's letterhead is available from the GSFC Supply Center through designated organization-specific authorizing officials (usually the lead secretary of the organization). It may also be obtained from the Executive Secretariat (limited amount).
3. Font. Times New Roman 12 is the preferred font.
4. Reply to Attn of: line. The Administrator's letterhead does not contain a "Reply to Attn of:" line. Do not show the originating office on either original memos or letters.
5. Date. Leave blank. The Executive Secretariat will date the correspondence after signature.
6. Salutation. Appendix E lists models of addresses, including proper salutations. For addresses not listed, or if in doubt as to proper salutation or complimentary close, contact the Executive Secretariat.
7. Complimentary Close and Signature Block on Letters. Type the complimentary close and signature block beginning at the center of the page. Refer to Signature Blocks of this Appendix and also Figure A-1. These examples indicate the proper complimentary close and signature blocks for officials in the Office of the Administrator.
8. Distribution of Copies. Keep reproduction and distribution of information copies to the minimum required.
  - a. Courtesy Copies (cc). Type cc's on the original only when it is necessary for the recipient of the letter to know who received copies. After signature, the Executive Secretariat will return a photocopied original to the Action Office for distribution to cc's, or if no cc's are required, this photocopy will serve as a record of the signature for the action office.
  - b. Blind Courtesy Copies (bcc). Type bcc's on file copies only. The bcc's include all concurring officials and individuals who received a copy of the incoming document. After obtaining signature, the Executive Secretariat will return a file copy to the preparing office for reproduction and internal NASA distribution.
9. Administrator's Control Number and Suspense Date. Show the Administrator's control number and suspense date on all file and internal information copies (bcc's). Do not include any of this identifying information on cc's or copies going outside NASA. Identification of Office, Writer, and Typist. Example:

Office of the General Counsel/RFJones:pld:12/12/05:4831

If rewritten or retyped:

Office of the General Counsel/RFJones:pld:12/12/04:4831  
Rewritten: Office of the General Counsel/JLSmith:ofb:1/4/05:3675  
Retyped: Office of the General Counsel/RFGarcia:pld:1/7/05:3675

## 11. Action Document Summary (ADS).

a. NHQ Form 117, Action Document Summary, summarizes important aspects of the letter or memo submitted for signature. The original ADS will be retained by the Executive Secretariat, and a copy will be returned to the originator.

### b. ADS guidelines:

- (1) Type legibly (neat corrections are acceptable).
- (2) Type on the original form or on a reproduced copy.
- (3) Limit to one page. If it is necessary to use two pages, use plain bond for the second page.
- (4) Write in active voice.

## 12 Assembly for Signature.

a. When the letter is ready for final review and signature, assemble it as outlined below.

b. The following mandatory supplies should be in good condition:

- (1) One purple folder (to be used only for signature packages for the Office of the Administrator).
- (2) ADS, NHQ Form 117.
- (3) Signature and Incoming Tab, NASA Form 422.
- (4) Concurrence and Background Tab, NASA Form 423.
- (5) Enclosure(s) Tab, Form 1658.
- (6) Executive Correspondence Cover.
- (7) Four binder clips.

**For instructions to assemble signature packages containing directives, [Click Here](#)**

c. Include preaddressed envelopes (appropriate size) in the package. Address envelopes properly with office names and suite numbers of signer indicated in the top left corner.

d. If the letter has enclosures, attach an extra set to the official file copy.

13. Routing. The action office is responsible for hand-carrying Administrator's signature packages between all offices for concurrences and, ultimately, to the Executive Secretariat. The package should not remain in any one office for more than 24 hours and should reach the Executive Secretariat five days prior to the due date.

14 Control of Office of the Administrator's Correspondence. The Executive Secretariat screens, controls, assigns a control number, and distributes all correspondence addressed to or signed by officials in the Office of the Administrator. Each Headquarters office has the following responsibilities:

- a. Maintaining the control system for flow of the Office of the Administrator correspondence.
- b. Reviewing incoming documents to ensure that action has been assigned to the appropriate person or office.
- c. Ensuring that response deadlines are appropriate and are met.
- d. Reviewing the signature package to ensure that all the guidelines of this appendix have been met.
- e. Hand-carrying documents to the Executive Secretariat for signature and dispatch.

## 15. Coordination of Assigned Actions.

a. Reassigning an Action. If an action has been incorrectly assigned, contact the organization-specific analyst in the Executive Secretariat immediately to determine proper action reassignment. The action transfer can then be coordinated by the respective CCLs.

b. Extending or Canceling Suspense Requirements. Immediately upon receipt, review the action document to determine if the due date can be met. If an extension is required, notify the Executive Secretariat.

c. Preparing an Interim Reply. Whenever a delay in responding to incoming correspondence is anticipated, prepare an interim reply from the appropriate official, acknowledging receipt of the correspondence and stating when a final reply can be expected. A copy of the interim reply must be furnished to the Executive Secretariat prior to the expiration of the original due date.

d. Handling by Telephone. When a reply to correspondence is handled by a telephone conversation, forward a routing slip (NASA Form 26) or e-mail your analyst stating the following: "Handled by telephone conversation between (NASA official) and (addressee) on (date)," then give a brief summary of the telephone conversation.

e. Requesting Change in Designation of Signing Official. If a reply should be signed by an official outside the Administrator's office (e.g., head of a Headquarters office), request a change of signature level from the Executive Secretary in writing or by telephone. Follow up by providing a copy of the signed correspondence with the Administrator's identifying control number to the Executive Secretariat. The Action Office prepares and sends all required copies.

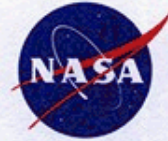
16. Signature Blocks. The following examples show the content and placement of signature blocks:

---

Principal	Complimentary Close/Signature Block
Administrator	Sincerely,  (insert current incumbent's name) Administrator
Deputy Administrator	Sincerely,  (insert current incumbent's name) Deputy Administrator

---

National Aeronautics and  
Space Administration  
**Office of the Administrator**  
Washington, DC 20546-0001



(Executive Secretariat will date after signature is obtained.)

Mr. Walter J. Smith  
President  
Smith Electrical Company  
San Diego, CA 92135

Dear Mr. Smith:

This is an example of a personalized letter for signature by Principals of the Office of the Administrator. Use Administrator's letterhead. Type the letter single-spaced in Times New Roman 12 pitch. Do not right-justify the margin.

Set the left margin in line with the NASA letterhead. Type the address at the left margin three spaces below the last line of the NASA address. Begin the complimentary close and signature block in the center of the page.

Limit correspondence to one page if possible. If additional information is essential, develop an enclosure.

Sincerely,

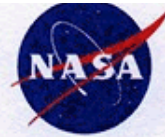
Phillip D. Gordon  
Administrator

Enclosure

**Figure A-1**  
**Administrator's Standard Letter**



National Aeronautics and  
Space Administration  
**Office of the Administrator**  
Washington, DC 20546-0001



(Executive Secretariat will date after signature is obtained.)

TO: Officials-in-Charge of Headquarters Offices  
Directors, NASA Centers

FROM: Administrator

SUBJECT: Administrator's Standard Memo

Use the standard memo format.

Phillip D. Gordon

Enclosure

**Figure A-2**  
**Administrator's Standard Memo**

National Aeronautics and  
Space Administration  
**Office of the Administrator**  
Washington, DC 20546-0001



(Executive Secretariat will date after signature is obtained.)

TO: Associate Administrator for Exploration Systems Mission Directorate

FROM: Administrator

SUBJECT: Administrator's Approval Memo

Your request to hold the Exploration Systems Mission Directorate's Career Development Day a week early is approved.

Phillip D. Gordon

**Figure A-3**  
**Administrator's Approval Memo**

---

## Appendix B: White House and Congressional Correspondence

### 1. White House Referral Mail.

- a. Mail referred from the White House requires a direct reply to the writer which should begin as follows: "Thank you for your correspondence of (cite date), to President (name) concerning. . . ." If the correspondence is addressed to the First Lady or the Vice President, substitute their proper forms of address. White House correspondence must be acknowledged within 15 to 25 business days, depending on the subject, unless a different time period is indicated.
- b. White House referrals must be signed by the appropriate Assistant or Associate Administrator or designee.
- c. Provide the Executive Secretariat with two copies of the signed original for appropriate processing.

### 2. Congressional Correspondence.

- a. The Office of Legislative Affairs manages correspondence from the Congress and state and local governments as instructed by NPR 1450.4, Handling Congressional Correspondence and Information Concerning Congressional Activities.
- b. Correspondence for signature by the Principals of the Office of the Administrator must be reviewed by the Executive Secretariat.

---

# Appendix C: Privacy Act Correspondence

## 1. General.

a. Privacy Act Correspondence must be safeguarded as prescribed by NPD 1382.17, NASA Privacy Policy.

b. Correspondence falls within the purview of the Privacy Act if it contains any item, collection, or grouping of information about an individual, including, but not limited to, the individual's education, financial transactions, medical history, and criminal or employment history, and if it contains the individual's name or an identifying number (such as a social security number), symbol, or other identifying particular assigned to the individual, such as a fingerprint, voiceprint, or photograph. "Individual" means a citizen or permanent resident of the United States. The following documents contain Privacy Act information:

SF 171, Personal Qualifications Statement

SF 52, Request for Personnel Action

SF 50, Notification of Personnel Action

Financial Statements

Pay Statements

c. Correspondence containing any item of information, as described in paragraph 2 of this appendix, which is removed from a system of records not under the control of a system manager or an authorized representative, is to be prominently identified as a record(s) protected by the Privacy Act. Use NASA Form 1534 as a cover sheet for the correspondence. If NASA Form 1534 is unavailable, identify the records as being protected by the Act by using the wording in NASA Form 1534.

## 2. Transmitting Privacy Act Correspondence.

a. Within NASA Center distribution channels, seal information in a single envelope or package reflecting the addressee by title and the return address, and mark it--

"TO BE OPENED BY ADDRESSEE ONLY"

b. Send information between NASA Centers in a single sealed envelope, and mark it as in subparagraph above. c. Send information between other Government agencies and non-Government agencies via the USPS in a sealed inner and outer envelope, reflecting the addressee by title, and mark the return address on both envelopes. Additionally, the inner envelope must be marked--

"TO BE OPENED BY ADDRESSEE ONLY"

## 3. Destroying Privacy Act Correspondence.

Forward Privacy Act material to your Center's mail center in a plain brown wrapper or burn bag for shredding or burning. Check NPR 1441.1D, NASA Records Retention Schedules, before destroying.

---

## Appendix D: Foreign Correspondence

### 1. General.

Due to political sensitivities and concerns regarding potential technology transfer, NASA policy requires special handling of all official correspondence to designated areas.

a. The list of designated countries and guidelines for transmitting correspondence to the Office of External Relations, NASA Headquarters for review are provided periodically in the form of a memorandum to NASA Officials-in-Charge of Headquarters Offices and Directors of NASA Centers.

b. All correspondence to designated areas requires the concurrence of the Office of External Relations.

### 2. Format.

Prepare correspondence for individuals overseas in the standard business-letter style.

### 3. Address.

The country name is the official name; e.g., Federal Republic of Germany, not West Germany. The Office of External Relations can provide official country names.

### 4. Avoid Jargon.

Avoid using U.S. jargon and acronyms, which may not be familiar to non-U.S. personnel.

### 5. Coordination with Headquarters.

Transmit all correspondence with non-NASA U.S. Embassy personnel through the Office of External Relations.

### 6. Capitalization.

Capitalize the country name in the inside address. However, USPS policy requires that the name of the country be in all-capital letters and appear on the last line of the address information on the envelope or mailer.

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## Appendix E: Forms Of Addresses

### 1. General.

The forms of address in this appendix are the conventional forms as determined by social and official custom. Since address forms may vary in certain instances, it is important to consult the rules as they appear in the listing in this appendix.

### 2. Titles of Addressees.

a. "The Honorable" is a title used to address current and former officials; e.g., Presidential appointees, Federal and state elected officials, and mayors. "Honorable" is not used by itself. "The Honorable" is not used before a last name alone. When appearing within the text of a letter or other communication, "the" is not capitalized.

b. "The Honorable" may be replaced by a title such as "Dr." or "General," but it is not used in combination with another title.

c. After leaving a titled position, an individual may opt to retain that distinctive title ("Judge," "General," or "The Honorable") throughout his or her lifetime.

### 3. Abbreviation of Titles and Degrees.

a. With the exceptions of "Mr./Ms./Dr.," do not abbreviate titles preceding full names in an address. Long titles such as "Lieutenant Colonel" and "Brigadier General" may be abbreviated for the sake of balance and appearance in the address when necessary; e.g., Lt. Colonel John L. Smith. Note that the basic rank is not abbreviated. The salutation should read, "Dear Colonel Smith."

b. Abbreviate designations of degrees, religious and fraternal orders, and military service branch titles after a name. Type the initials of a degree or order with periods but no spaces between them. Type military service designations in capital letters without periods.

c. Do not use scholastic degrees in combination with complimentary titles of address or with military service ranks, except in the case of "The Reverend." When a name is followed by abbreviations, their sequence is as follows: religious orders first, theological degrees, academic degrees earned in course, and honorary degrees in order of the bestowal. Using more than two degrees is unnecessary. Examples:

John Doe, D.D., D.Lit.

Patricia Smith, M.D.

Henry Brown, LL.D., Ph.D.

Lt. Colonel Mary Hill, USAF

The Reverend George Green, D.D.

### 4. Spouse of Distinguished Individual.

a. An individual does not share a spouse's official title and, therefore, should be addressed individually by his or her own appropriate title and last name.

The American Ambassador and Mrs. Doe

b. In cases of the titled spouse being a female, the following rule applies: Justice Sandra Morgan and Mr. Morgan

c. Not all married women use their husband's name, especially if they use another name professionally.

Senator Diane Strickland and Mr. Richard Blum

The Honorable Patrick Reed and Ms. Brooke Saxon

The forms of address listed in this appendix are the conventional forms of address as determined by social and official



custom. The style of salutation and complimentary close is informal.

<b>Addressee</b>	<b>Address</b>	<b>Salutation and Complimentary Close</b>
<b>THE WHITE HOUSE</b>		
The President	The President The White House Washington, DC 20500	Dear Mr./ Madam President: Respectfully,
Spouse of the President	Mrs., Mr. (full name) The White House Washington, DC 20500	Dear Mrs./ Mr. (surname): Sincerely,
Assistant to the President	The Honorable (full name) Assistant to the President Executive Office of the President Washington, DC 20500	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Former President	The Honorable (full name) (local address) (ZIP Code)	Dear President, Madam President (surname): Sincerely,
The Vice President	The Vice President United States Senate Washington, DC 20510	Dear Mr./ Madam Vice President: Sincerely,
	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr./ Madam Vice President: Sincerely,
Former Vice President	The Honorable (full name) (no title) (local address) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Director, Office of Management and Budget	The Honorable (full name) Director Office of Management and Budget Executive Office of the President Washington, DC 20503	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
	The Honorable (full name) Director Office of Science and Technology Policy Executive Office of the President Washington, DC 20500	Dear Mr./ Mrs./ Miss/ Ms (surname) Sincerely,
<b>THE FEDERAL JUDICIARY</b>		
The Chief Justice	The Chief Justice The Supreme Court of the United States Washington, DC 20543	Dear Chief Justice: Sincerely,
Associate Justice	Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Justice (surname): Sincerely,
The Clerk of the Supreme Court	The Clerk of the Supreme Court The Supreme Court of the United States Washington, DC 20543	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
<b>THE CONGRESS</b>		
President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr./ Madam President: Sincerely,
President of the Senate Pro Tempore	The Honorable (full name) President Pro Tempore United States Senate Washington, DC 20510	Dear Mr./ Madam President: Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr./ Madam Speaker: Sincerely,
Majority Leader or Minority Leader United States Senate	The Honorable (full name) Majority or Minority Leader United States Senate Washington, DC 20510	Dear Mr./ Madam Leader: Sincerely,

Addressee	Address	Salutation and Complimentary Close
United States Senator	The Honorable (full name) United States Senate Washington, DC 20510 or The Honorable (full name) United States Senator (Congressional District office address) (City), (State) (ZIP Code)	Dear Senator (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority or Minority Leader House of Representatives Washington, DC 20515	Dear Mr., Madam Leader: Sincerely,
United States Representative	The Honorable (full name) House of Representatives Washington, DC 20515 or The Honorable (full name) Member, U.S. House of Representatives (local address) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): or Dear Congresswoman (surname): Sincerely,
Committee Chair Chairman, Chairwoman Chair	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510 or The Honorable (full name) Chair Committee on (name) House of Representatives Washington, DC 20515	Dear Mr. Chairman/ Madam Chairwoman/ Chair: Sincerely,  Dear Mr. Chairman/ Madam Chair: Sincerely,
Subcommittee Chairman Chair	The Honorable (full name) Chairman, Subcommittee on (name of parent Committee) United States Senate Washington, DC 20510 or The Honorable (full name) Chair, Subcommittee on (name) (name of parent Committee) House of Representatives Washington, DC 20515	Dear Mr. Chairman/Madam Chair: Sincerely,

Addressee	Address	Salutation and Complimentary Close
Joint Committee Chairman	The Honorable (full name) Chairman (Chair) Joint Committee on (name) Congress of the United States Washington, DC (ZIP Code)	Dear Mr. Chairman/ Madam Chair: Sincerely,
Senator-elect	The Honorable (full name) United States Senator-elect or	Dear Senator-elect (surname): Sincerely,
Representative-elect	Representative-elect (address, if known) or Care of the United States Senate or House of Representatives	Dear Congressman-elect: (surname): Sincerely,
Office of a Deceased Senator	Office of the late Senator (full name) United States Senate Washington, DC 20510 or	*Sir: or Madam: Senator Sincerely,
Representative	Office of the late Representative* (full name)House of Representatives Washington, DC 20515	
Chaplain of the United States Senate	The Reverend (full name) Chaplain of the United States Senate Washington, DC 20510 or	Dear Mr./ Mrs./ Miss/ Ms. (surname):** Sincerely,
House of Representatives	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	
Secretary of the United States Senate	The Honorable (full name) Secretary of the Senate United States Senate Washington, DC 20510	Dear Mr./ Mrs./Miss/ Ms. (surname) Sincerely,
Clerk of the House	The Honorable (full name) Clerk of the House of Representatives House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,

\*If the name of the late Senator's or Representative's secretary or administrative assistant is known, the letter may be addressed to that person by name.

\*\*The title is Mr. or Dr., as appropriate. Reverend is not used with the surname alone.



<b>Addressee</b>	<b>Address</b>	<b>Salutation and Complimentary Close</b>
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Delegate	The Honorable (full name) Delegate from (location) House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Comptroller General	The Honorable (full name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Librarian of Congress	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr./ Mrs./ Miss/ Ms., (surname) Sincerely,
Public Printer	The Honorable (full name) Public Printer Government Printing Office Washington, DC 20401	Dear Mr./ Mrs./ Miss/ Ms., (surname) Sincerely,

**EXECUTIVE DEPARTMENTS AND INDEPENDENT AGENCIES**

Cabinet Members	The Honorable (full name) Secretary of the Interior* Washington, DC 20240	Dear Mr., Madam Secretary:* Sincerely,
	The Honorable (full name) Attorney General of the United States Department of Justice Washington, DC 20530	Dear Mr., Madam Attorney General: Sincerely,
Deputy Secretaries, Assistant Secretaries, Under Secretaries	The Honorable (full name) Deputy Secretary of Energy Washington, DC 20585	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
	The Honorable (full name) Assistant Secretary, Legislative Affairs Department of Defense Washington, DC 20301	
	The Honorable (full name) Under Secretary of Housing and Urban Development	



<b>Addressee</b>	<b>Address</b>	<b>Salutation and Complimentary Close</b>
Postmaster General	The Honorable (full name) Postmaster General United States Postal Service Washington, DC 20260	Dear Mr./Madam/ Postmaster General: Sincerely,
Head of a Independent Agency, Authority, or Board	The Honorable (full name) (Title) (Agency name) (address) (City) (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Head of a Major Organization within an Agency, if a Presidential Appointee	The Honorable (full name) Under Secretary/Administrator National Oceanic and Atmospheric Administration Department of Commerce Washington, DC 20230	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Secretary of the Navy Secretary of the Army Secretary of the Air Force	The Honorable (full name) Secretary of the (Navy, Army, Air Force) Department of Defense The Pentagon Washington, DC (ZIP Code)	Dear Mr./ Madam Secretary: Sincerely,
Chairman of a Commission or Board	The Honorable (full name) Chairman Federal Trade Commission Washington, DC 20580	Dear Mr./ Madam Chairman Sincerely,
<b>AMERICAN MISSIONS</b>		
American Ambassador	The Honorable (full name) American Ambassador (City), (Country)	Dear Mr./ Madam Ambassador: Sincerely,
American Consul General or American Consul	The Honorable (full name) American Consul General (or American Consul) (City), (Country)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Personal (Special) Representative of the President	The Honorable (full name) Personal Representative of the President of the United States of America to (country) (address) (City, State/Country)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
<b>INTERNATIONAL DIPLOMATIC MISSIONS/ORGANIZATIONS</b>		
Foreign Ambassador in the United States	His (Her) Excellency (full name) Ambassador of (country) (local address) (ZIP Code)	Dear Mr./Madam/ Ambassador: Sincerely,
United States Representative to the United Nations or Organization of American States	The Honorable (full name) United States Representative to the United Nations (or Organization of American States) (local address) (ZIP Code)	Dear Mr./Madam/ Ambassador: Sincerely,
Foreign Minister in the United States (Head of a Legation)	The Honorable (full name) Minister of (country) Washington, DC (ZIP Code)	Dear Mr./Madam/ Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (ZIP Code)	Dear Mr./Madam Minister: Sincerely,
<b>STATE AND LOCAL GOVERNMENTS</b>		
Governor	The Honorable (full name) Governor of (State) (City), (State) (ZIP Code)	Dear Governor (surname): Sincerely,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (State) (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/ Ms. (surname): Sincerely,
State Senator	The Honorable (full name) (State) Senate (City), (State) (ZIP Code)	Dear Mr./Mrs./ Miss/ Ms. (surname): Sincerely,
State Representative, Assemblyman, or Delegate	The Honorable (full name) (State) House of Representatives (or Assembly or House of Delegates)* (City), (State) (ZIP Code)	Dear Mr./Mrs./ Miss/ Ms. (surname): Sincerely,
<p>*In most States, the lower branch of the legislature is the House of Representatives. In States, such as California, New York, New Jersey, Nevada, and Wisconsin, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature; its members are designated as Senators.</p>		

Addressee	Address	Salutation and Complimentary Close
Mayor	The Honorable (full name) Mayor of (name of city) (City), (State) (ZIP Code)	Dear Mayor (surname): Sincerely,
President of a Board of Commissioners	The Honorable (full name) President Board of Commissioners of (name of city) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
<b>CHURCH OFFICIALS</b>		
Minister Pastor Rector (with doctoral degree)	The Reverend (full name, degrees) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
Minister Pastor Rector (without doctoral degree)	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Presiding Episcopal Bishop	The Most Reverend (full name, degrees) Presiding Bishop of the Episcopal Church (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Episcopal Bishop	The Right Reverend (full name, degrees) Bishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Episcopal Dean	The Very Reverend (full name, degrees) Dean of (church) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Sincerely,
Methodist Bishop	The Reverend (full name, degrees) Methodist Bishop (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,

<b>Addressee</b>	<b>Address</b>	<b>Salutation and Complimentary Close</b>
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter-Day Saints (City), (State) (ZIP Code)	Dear Mr. (surname): Sincerely,
Catholic Cardinal	His Eminence (given name) Cardinal (surname) (address) (City), (State) (ZIP Code)	Dear Cardinal (surname): Sincerely,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Archbishop (surname): Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (city) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Catholic Monsignor (higher rank)	The Right Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Sincerely,
Catholic Monsignor (lower rank)	The Very Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Sincerely,
Catholic Priest	The Reverend (full name) (add initials or Order, if any) (address) (City), (State) (ZIP Code)	Dear Father (surname): Sincerely,
Catholic Mother Superior of an Institution	The Reverend Mother Superior (initials of Order, if used) (name of institution) (address) (City), (State) (ZIP Code)	Dear Reverend Mother: Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,



<b>Addressee</b>	<b>Address</b>	<b>Salutation and Complimentary Close</b>
Rabbi (without doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Rabbi (surname): Sincerely,
Orthodox Archbishop	His Eminence Archbishop (full name) (address) (City), (State) (ZIP Code)	Your Eminence: Sincerely,
Orthodox Bishop	His Grace (full name) Bishop of (name of Diocese) (address) (City), (State) (ZIP Code)	Your Grace: Sincerely,
Orthodox Priest	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Father: Sincerely,
<b>EDUCATIONAL INSTITUTIONS</b>		
President or Chancellor of a College or University (with doctoral degree)	Dr. (full name) President (name of institution) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
President of a College or University (without doctoral degree)	Mr., Mrs., Miss, Ms. (full name) President (name of institution) (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Dean of a School	Dean (full name) School of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Sincerely,
Professor	Professor (full name) Department of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Professor (surname): Sincerely,



Addressee	Address	Salutation and Complimentary Close
Ph.D.	Dr. (full name) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
<b>PHYSICIANS AND LAWYERS</b>		
Physician	(full name), MD (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
Lawyer	Mr., Mrs., Miss, Ms. (full name) Attorney at Law (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms.: (surname): Sincerely,
Judge	The Honorable (full name) Judge, Appellate Division The Supreme Court of the State of New York (address) (City), (State) (ZIP Code)	Dear Judge (surname): Sincerely,
<b>OTHER</b>		
Widow	Mrs. (husband's first and last name) or Ms. (wife's full name) (address) (City), (State) (ZIP Code)	Dear Mrs., Ms. (surname): Sincerely,
Unknown Gender	Leslie Smith (address) (City), (State) (ZIP Code)	Dear Leslie Smith: Sincerely,
<b>MULTIPLE ADDRESSEES</b>		
Two or More Men	Mr. (full name) and Mr. (full name) (address) (City), (State) (ZIP Code)	Dear Mr. (surname) and Mr. (surname): or Dear Messrs. (surname) Sincerely,
Two or More Women	Mrs., Miss, Ms. (full name) and Mrs., Miss, Ms. (full name) (address) (City), (State) (ZIP Code)	Dear Mrs./ Ms., Miss (surname) and Mrs./ Ms./ Miss (surname): Sincerely,
One Woman and One Man	Mrs., Miss, Ms. (full name) and Mr. (full name) (address) (City), (State) (ZIP Code)	Dear Mrs./ Miss/ Ms. (surname) and Mr. (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
<b>MILITARY SERVICES</b>		
Army, Air Force, and Marine Corps Officers		
General Lieutenant General Major General Brigadier General	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear General (surname): Sincerely,
Colonel Lieutenant Colonel	(same as above)	Dear Colonel (surname): Sincerely,
Major	(same as above)	Dear Major (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
First Lieutenant Second Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (surname): Sincerely,
Navy and Coast Guard Officers		
Admiral Vice Admiral Rear Admiral	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Admiral (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
Commander Lieutenant Commander	(same as above)	Dear Commander (surname): Sincerely,
Lieutenant Lieutenant Junior Grade	(same as above)	Dear Lieutenant (surname): Sincerely,
Ensign	(same as above)	Dear Ensign (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,
<b>ALL SERVICES</b>		
Retired Officer	(full rank, full name, abbreviation of service), (Ret.) (address) (City), (State) (ZIP Code)	Dear (rank, surname): Sincerely,
Chaplain	Chaplain (full name) (rank, service designation) (address) (City), (State) (ZIP Code)	Dear Chaplain (surname): Sincerely,
<b>SERVICE ACADEMY MEMBERS</b>		
Army or Coast Guard Cadet	Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Cadet (surname): Sincerely,
Navy Midshipman	Midshipman (full name) (address) (City), (State) (ZIP Code)	Dear Midshipman (surname): Sincerely,
Air Force Air Cadet	Air Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Air Cadet (surname): Sincerely,
<b>MILITARY SERVICES ABBREVIATIONS</b>		
In some instances, military abbreviations may be used as a form of address, e.g., distribution lists, courtesy copy lists, and envelopes. Refer to the GPO Style Manual's chapter entitled Abbreviations.		

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## Appendix F: Compound Words

1. Use the Gregg Reference Manual, latest Webster's dictionary, and GPO Style Manual as references for compounding words. As you will notice, certain words are illustrated differently in various sources. In these cases, defer to the more commonly used version.
2. Word forms are constantly changing. Two-word forms often require the hyphen initially, then later become one word. Current language trends point to closing up words which, through frequent use, have become associated in the reader's mind as units of thought.
3. Generally, whenever a word form (or applicable rule) cannot be found in the Gregg Reference Manual, GPO Style Manual, or dictionary, it should be two words.
4. The following represents commonly used compound words. The abbreviations indicate function: noun (n.), adjective (adj.), verb (v.), adverb (adv.). Keep in mind that many words can function as different parts of speech, depending on the context. Most hyphenated words require hyphens if they precede the word they're describing, but they are usually written without hyphens if they follow the described word. This listing is a representation of commonly used words at NASA. It is not intended to be an inclusive listing.

**across-the-board** (adj., adv.) This is an across-the-board reduction. Reductions will occur across the board.)

**ad hoc** (foreign phrase) (adj.) (...an ad hoc committee).

**aero** (a prefix that will combine with other words such as aerodynamic)

**aerospace** (n., adj.) (aerospace medicine), but National Aero-Space Plane (this term exception to rule)

**Agency-wide** (NASA preference-adj., adv.) This is Agency-wide policy. A search will be conducted Agency wide.

**African-American** (adj.) (...African-American customs)

**African American** (n.) (Louise is an African American.)

**airfare** (n.)

**airmail** (n.,v.)

**all hands** (n.)

**Anglo-American** (n., adj.)

**assemblyperson** (n.)

**backup** (n., adj.)

**back up** (v.) (Please back up your data on a diskette.)

**baseline** (n., v.)

**benchmark** (n., v.)

**biweekly** (adj., adv.)

**bona fide** (adj.)

**breakthrough** (n., adj.)

**broadminded** (adj.)

**buildup** (n.) (There was a gradual buildup of that military base.)

**build up** (v.) (They are trying to build up their reputations.)

**businessperson** (n.)

**buyout** (n.) (Are you applying for the buyout?)

**buy out** (v.) (We want to buy out your company.)

**callup** (n.) The callup for nominations was received yesterday.

**call up** (v.) I can call up any subject on the computer.

**cannot** (combination of verb (can) and adverb (not))

**carryout** (n.) (We will eat carryout tonight.)

**carryout** (adj.) (Are you ordering carryout food tonight?)

**carry out** (v.) (The office will carry out the plan to transfer...)

**carryover** (n.) (The carryover from 2005...)

**carry over** (v.) (The funds will carry over into 2006.)

**checklist** (n.)

**checkout** (n.) Please proceed to checkout.

**checkout** (adj.) (There are several checkout buildings at KSC.)

**check out** (v.) (The primary objective was to check out the Shuttle system.)

**class action** (n.) (The employees are considering a class action.)

**class-action** (adj.) (The employees filed a class-action suit.)

**clear-cut** (adj.) (It was a clear-cut decision.)

**closedown** (n.) (The closedown will last two hours)

**closeout** (n.) It is time to prepare this year's closeout.

**close out** (v.) We will close out overdue actions by Monday.

**close-up** (adj.) (That is a nice close-up picture of you.)

**co** (prefix), e.g., coauthor, cochairman, copilot, but co-investigator, co-op

**cost-effective** (adj.) (...in the most cost-effective method...)

**countdown** (n.)

**crewmember** (n.)

**crewmembers** (use crewmember) (NASA preference...gender-neutral)

**cross section** (n.) (...a cross section of employees...)

**cutoff** (adj.) (The cutoff date was April 1.)

**database** (n.)

**decision making** (n.) (I will rely on you for the decision making.)

**decision-making** (adj.) (You are the decision-making authority.)

**double space** (n.) (Leave a double space between paragraphs.)

**double-space** (v.) (Please double-space the draft.)

**downsize** (v.)



**downtime** (n.) (Shuttle "downtime")

**drawback** (n.)

**e-mail** (n.,v.)

**early out** (n.) (Did you take an early out during the buyout season?)

**early-out** (NASA preference-adj.) (NASA has achieved early-out authority.)

**earthborn** (adj.)

**ex officio** (n.) (foreign phrase)

**fine-tune** (v.) (...to fine-tune the format...)

**first-class** (adj.) (...a first-class individual...; ...a first-class seat...)

**first-class** (adv.) (...to travel first-class...; (...mailed first-class...)

**firsthand** (adj.) (He has firsthand knowledge of the situation.)

**flowchart** (n.,v.)

**flyby** (n.) (The asteroid flyby will occur next year.)

**fly by** (v.) (The Galileo spacecraft will fly by the planet.)

**follow-on** (n.,adj.)

**followup** (adj.) (A followup meeting will occur.)

**followup** (n.) (We will do a followup next week.)

**follow up** (v.) (We will follow up the meeting with a discussion.)

**free flight** (n.)

**free-flight** (adj.)

**freeflyer** (n.) (...to service freeflyers...)

**free-flying** (adj.) (see free-floating in dictionary.) (...a free-flying spacecraft...; ...robotic spacecraft are free-flying...)

**full-cost** (NASA preference) (adj.) (NASA has implemented full-cost accounting procedures at Headquarters.)

**full-time** (adj.) (...full-time position...)

**full time** (adv.) (She works full time.)

**FY 2006** (n.) (NASA preference)

**GS-15** (n.) (NASA preference)

**Government-wide** (NASA preference) (adj., adv.) (U.S.); government-wide (state, city)

**Government-owned** (adj.) (U.S.); government-owned (state, city)

**ground-based** (adj.) (The ground-based data...)

**ground based** (adj.) (The information was ground based.)

**ground rule** (n.)

**groundwork** (n.)

**hand-carry** (v.) (...hand-carry the document)

**handout** (n.) (Please send me a copy of the handout.)

**hand out** (v.) (We will hand out the schedules tomorrow morning.)

**hard-working** (adj.)

**heavy-lift** (adj.) (...heavy-lift launch vehicle...; ...heavy-lift requirements...)

**high-quality** (adj.) (That picture is a high-quality image taken from the Hubble Space Telescope.)

**high-speed** (adj.)

**home page** (n.) or Home Page (NASA preference)

**humankind** (n.) (NASA preference) ("Humankind" is a gender-neutral word used throughout the Agency.)

**hundredfold** (n., adj.)

**in-depth** (adj.)

**in-flight** (adj.) (...in-flight experiment...)

**infrastructure** (n.)

**in-house** (adj.) (We will participate in an in-house study.)

**in-orbit** (adj.) (...in-orbit repair mission...)

**in orbit** (adv.) (The repair in orbit was successful. The satellite was placed in orbit.)

**inter** (...between, among...as prefix, generally one word) (interagency, intercenter, interoffice)

**intra** (...within, inside...as prefix, generally one word) (intraoffice, but intra-Agency)

**kickoff** (n.) The kickoff for launch activities will occur Monday, June 23.

**kick off** (v.) We will kick off the activities at noon.

**lakebed** (n.) (The lakebed at Edwards AFB is dry.)

**land-based** (adj.)

**lead time** (n.) (The lead time for responding...)

**lifetime** (n.,adj.)

**lift-off** (n.,adj.)

**lightweight** (n.,adj.)

**light-year** (n.)

**long-range** (adj.) (...long-range plan...)

**long-term** (adj.) (...long-term commitment...)

**long term** (n.) (The committee member served a long term.)

**longstanding** (adj.) (longstanding relationship)

**macroeconomics** (n.)

**mainframe** (n.,adj.)

**marketplace** (n.)

**markup** (n.) (...OMB markup...)

**mark up** (v.) (OMB will mark up the budget request.)

**member at large** (n.)

**mid** (prefix, usually combines to form one word) (midafternoon...midday...midpoint)

**mid-1990s** (n.)

**mid-August** (n.)

**mockup** (n.,adj.)

**multi** (prefix, usually one word) (multicultural...multiyear)

**NASA-wide** (NASA preference)

**Nationwide** (adj.,adv.)

**near-term** (adj.) (...near-term plans...)

**near term** (n.) (We will evaluate it in the near term.)

**non** (...not... prefix, generally one word) (nonadvocate...nongovernment) but non-Government or non-Federal )

**no one** (n.)

**northeast, northwest** (adv.,adj.,n.)

**Officials-in-Charge** (NASA preference) (The memo will be sent to Officials-in-Charge of Headquarters Offices.)

**offline** (adj.,adv) (adj...offline discussions) (adv. Discussions will be held offline.)

**offsite** (NASA preference)

**onboard** (adj.) (...onboard experiment)

**on board** (adv.) (The experiment will take place on board.)

**ongoing** (adj.)

**online** (n.,adj) (NASA is now online for Internet connections.)

**on-orbit** (adj.) (...on-orbit repair...)

**onorbit** (n.; NASA preference)

**onsite** (n.) (NASA preference)

**order of magnitude** (n.) (...the Earth's mass is on the order of magnitude...)

**O-ring** (n.)

**over** (can combine to form another word) (overstress)

**paperwork** (n.)

**part-time** (adj.) (A part-time position...)

**part time** (adv.) (She works part time for the agency.)

**per diem** (n.)

**phaseout** (n.,adj.) (The phaseout of the activities...Phaseout activities will begin...)

**phase out** (v.) (We will phase out the aircraft beginning next year.)

**point of contact** (n.) (Vanessa is the point of contact for the project.)

**post** (prefix, generally one word) (postdoctoral...postflight...postlaunch... postwar) (but post-Cold War)

**pre** (prefix, generally one word) (preflight...prelaunch...premeeting...preorbital)

**President-elect** (n.)

**problem solving** (n.)

**program-wide** (adj.,adv) (NASA preference)

**real-time** (adj.) (...real-time data...)

**real time** (n.) (The decision will be made in real time.)

**reengineer** (v., adj.) (NASA preference) (NASA has completed its reengineering activities.)

**reentry** (n.)

**re-register** (v.)

**return to flight** (v.) (NASA preference) (When we return to flight, ...)

**return-to-flight** (adj.) (NASA preference) (...return-to-flight activities)

**rollout** (n., adj.)

**roll out** (v.) (NASA preference)

**roundtable** (adj.) ) (roundtable discussions)

**round trip** (n.) (He will take a round trip to Paris.)

**round-trip** (adj.) (He purchased a round-trip ticket.)

**rulemaking** (n.,adj.)

**runway** (n.)

**Secretary-designate** (n.)

**self-confidence** (n.)

**shortfall** (n.)

**short-term** (adj.) (A short-term loan...)

**short term** (n.) (She will begin in the short term.)

**shutdown** (n.) (The nuclear power plant averted a shutdown.)

**shut down** (v.) (We will shut down the plant next week.)

**side-mount** (adj.) (...side-mount concept...)

**single-space** (v.) (I will single-space the document.)

**single-spaced** (adj.) (This is a single-spaced document.)

**space-based** (adj.) (...the space-based experiment...)

**spaceborne** (adj.,adv.)

**spacecraft** (n.)

**spacefaring** (adj.) (refer to seafaring)

**space-related** (adj.) (This is a list of space-related words.)

**space related** (adj.) (The material is space related.)

**space flight** (n.) (NASA preference is two words.)

**spacesuit** (n.)

**spacewalk** (n.)

**stand-alone** (adj.) (...stand-alone computer...)

**standdown** (n.) (We will conduct a safety standdown next Monday.)

**stand down** (v.) (We will stand down the flight simulator Wednesday.)

**startup** (n.,adj.) (The startup of the activity...; the startup date...)

**start up** (v.) (The activity will start up next week.)

**state of the art** (adj.) (The technology is state of the art.)

**state-of-the-art** (adj.) (...state-of-the-art technology...)

**stationkeeping** (n.) (see housekeeping)

**STS-114** (n.) (NASA preference)

**sub** (...under, below...) (prefix..subagency... suborbital...substandard...)

**takeoff** (n.)

**teamwork** (n.)

**time-consuming** (adj.) (...a time-consuming task...)

**time consuming** (adj.) (Logging the mail is very time consuming.)

**timeframe** (n.)

**timeline** (n.)

**timetable** (n.)

**tradeoff** (n.)

**troubleshooting** (v.)

**turnaround** (n.,adj.)

**under** (prefix, generally one word) (undergone...underway)

**under way** (adv.) (We will get under way next month.)

**upfront** (adj.) (upfront payment)...adv. (to pay upfront)

**up-to-date** (adj.) (...an up-to-date report...)

**up to date** (adj.) (Please provide information that is up to date.)

**videotape** (n., v.)

**videotape recorder/recording** (n.)

**voice mail, voice-mail message** (NASA preference) but voice mailbox (n.)

**walk-through** (n.)

**Web page, Web site** (n.) (NASA preference)

**well-being** (n.)

**well-received** (adj.) (It was a well-received speech.)

**well received** (adj.) (The speech was well received.)

**whistle-blower** (n.) (The employee had a reputation as being a whistle-blower.)

**wide-angle** (adj.) (...wide-angle lens...)

**wind-shear** (adj.) (The wind-shear conditions concerned the pilot.)

**wind shear** (n.) (The presence of wind shear concerned the pilot.)

**workaround** (n.)

**workforce** (n.) (workhour...workload... workplan...workstation...workyear)

**workplace** (n.)



**world-class** (adj.)

**worldwide** (adj.,adv.)

**World Wide Web** (always capitalized, NASA preference)

**x-ray** (adj.) (...an x-ray tube...)

**x-ray** (v.) (The technician will x-ray the components.)

**x ray** (n.) (The x ray penetrates solid substances.)

**zero-base, zero-based** (adj.) (...zero-base budget...; The budget is zero-based.)

**zero gravity** (n.) (NASA preference in formal correspondence)

**zero-g** (n.) (NASA preference...for informal correspondence only)

**zero-sum** (adj.) (...the zero-sum amount...)

**zero sum** (n.) (The calculations had a zero sum.)

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## Appendix G: Capitalization of Frequently Used Words at NASA

Capitalize specific names of things and lowercase general terms of classification. This listing represents commonly used words at NASA.

**Agency:** capitalize if part of complete name or if a short form of complete name; e.g., Central Intelligence Agency; National Aeronautics and Space Administration; the Agency (NASA preference), but lower case agency when used as term of general classification; e.g., independent Federal agency.

**Attachment:** (when specifying); e.g., Attachment 1 (NASA preference); but attachment; e.g., the attachment.

**\*\*Associate Administrator:** e.g., the Associate Administrator for Aeronautics and Research Mission Directorate; the Associate Administrator invites you to an open house. A meeting involving all the Associate Administrators is scheduled for Monday.

**Board:** capitalize if part of name or when used alone in place of full name, e.g., Performance Review Board, the Board consists of... Space Studies Board, the Board's recommendation..., but the boards of the National Research Council.

**Branch:** capitalize if part of complete name, or when used alone in place of full name; e.g., the International Program Policy Branch; the Branch will hold a staff meeting; but the branch offices...each branch will.

**\*\*Branch Chief** (when referring to a specific person): e.g., Chief, International Program Policy Branch; the Branch Chief will authorize, but the branch chiefs....

**budget:** (Federal budget, President's budget, NASA's budget).

**budget line items:** capitalize exact titles of budget line items (NASA preference); e.g., Space Flight, Control and Data Communications; Research and Program Management.

**Building** (when specifying): e.g., Building 10B (NASA preference); but...the building and room locations will be forwarded to you.

### calendar year

**Center(s):** capitalize if referring to NASA Centers; (e.g., Goddard Space Flight Center; the Center; a representative from each Center).

**\*\*Center Director:** e.g., the Center Director., a meeting with all of the Center Directors.

**century:** (e.g., the 21st century).

**Chair,** the (if personified); e.g., Madam Chair).

**chairman, chairperson:** (general; NASA preference, gender-neutral); e.g., the chairman of the Appropriations Committee; but Chairman Davis: (general) we need to designate a chairperson.

**Chairman, Committee on Appropriations** (title-see above).

**Chief,** if part of official title: e.g., Chief, Flight Programs Branch.

**college degrees:** bachelor of arts, master's, but capitalize abbreviations: B.A., M.A., Ph.D.

**Committee:** capitalize if part of complete name or when used alone in place of full name; e.g., Aeronautics Advisory Committee; the Appropriations Committee; the Committee; but each committee will report; the committees of Congress.

**Congress** (legislature): the Congress of the United States; the 101st Congress; the Congress;...when Congress returns.

**congressional** action; congressional committee. (often capitalized)

**Congressional District:** ( if a specific district; e.g., 20th Congressional District) but the congressional district.

**congressionally:** e.g., a congressionally mandated report.

**Congressman; Congresswoman; Member of Congress.**

**Council:** capitalize if part of name or when used alone in place of full name; e.g., NASA Advisory Council; the Council will meet.

**\*\*Director,** if part of official title: e.g., Director, Solar System Exploration Division; the Director will issue, but the directors....

**Division** (if part of complete name, or when used alone in place of full name); e.g., the Advanced Program Development Division; there will be a Division staff meeting; but each division will.

**\*\*Division Director** (when referring to a specific person): e.g., the Division Director, but the division directors are....

**division heads**

**Earth** (planet). solar system, universe, (always lower case).

**Enclosure** (when specifying): e.g., Enclosure 1 (NASA preference); but enclosure; e.g., the enclosure.

**executive branch**

**fall** (season).

**Federal** (synonym for United States): e.g., Federal personnel regulations; but a federal form of government; Federal Government (U.S.).

**fiscal year** (abbreviate FY); e.g., in fiscal year 2006; FY 2006.

**Government** (if proper name, part of proper name, or as proper adjective): e.g., the U.S./National/Federal Government; the Japanese government; but, government (in general sense); e.g., a federal form of government; the Communist government; European governments.

**Government-owned, Government-wide** (if U.S.); but government-owned, government-wide (if State, city).

**International Space Station** (when referring to the multinational Space Station); but space station (generic); e.g., the Russian space station.

**judicial branch**

**lead secretary:** e.g., the incumbent serves as lead secretary. legislative branch

**Member** (congressional): e.g., a Member of Congress; but at the request of many members of the Congress; a member of the congressional committee.

**Memorandum of Agreement, Memorandum of Understanding:** if part of full name or when used alone in place of full name.

**mission:** e.g., Ulysses mission.

**Moon,** referring to Earth's Moon: but the moons of Jupiter; Titan is the name of Jupiter's moon.

**Nation** (synonym for U.S.): but a nation must defend its boundaries.

**national:** e.g., national space program.

**National Government** (U.S.)

**Office:** e.g., the Office of the Administrator; the Office of External Relations; but this office is planning.; I would like your office to prepare the report.

**Officials-in-Charge of Headquarters Offices,** referring to heads of all Headquarters offices or directorates.

**orbiter** (preferred lower case): e.g., Shuttle orbiter, Atlantis orbiter.

**Presidential directive, authority, order**

**Program** (if part of official name): e.g., NASA Honor Awards Program; but the Shuttle program: the EOS program; the program budget.

**Program Manager or Project Manager**, if part of title: e.g., but the program manager.

**Program Office(s)**

**project**: e.g., HST project; the project budget is...

**Room** (when specifying): e.g., Room 9S51 (NASA preference); but the building and room numbers will be provided later.

**space** (universe): e.g., the U.S. space program.

**Space Shuttle** (NASA's preference when referring to U.S./NASA Space Shuttle); but space shuttle (generic); e.g., the space shuttles.

**State**, when it follows the name of a particular State: e.g., New York State, but state (general); e.g., .state and local government groups, the forty-second state.

**Subcommittee**, if part of name, or part of name when used alone in place of full name: e.g., Subcommittee on Aviation Safety Reporting System: the Subcommittee: but subcommittees will be established.

**summer** (season).

**white paper**: e.g., prepare a white paper on.

**winter** (season).

**Work Package 1, 2, 3, and 4**; but the Space Station work packages.

**x-ray, x ray**

\*In legal documents, many words that ordinarily would be written in small letters are written with initial capitals; e.g., the name of the document (or part of the name when used alone in place of the full name).

\*\* Official titles of high-ranking national, state, and international offices are capitalized. Titles of lesser Federal and state officials and local governmental officials are not usually capitalized. However, these titles are sometimes capitalized in writing intended for a specific readership, in which the person in question would be considered to have very high rank by the intended reader (i.e., the Associate Administrators, the Center Directors); NASA's preference is to capitalize.

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## Appendix H: Acronyms

This listing is a representation of the most commonly used NASA acronyms. It is not intended to be an inclusive listing of all NASA acronyms.

AA - Associate Administrator; Assistant Administrator  
AAAS - American Association for the Advancement of Science  
AAS - American Astronomical Society  
ACE - Advanced Composition Explorer  
ACISS - Advisory Committee on the International Space Station  
ACO - Administrative Contracting Officer  
ACRIM - Active Cavity Radiometer Irradiance Monitor  
ACTIVE - Advanced Control Technology for Integrated Vehicles  
ACTS - Advanced Communications Technology Satellite  
ADEA - Age Discrimination in Employment Act of 1967  
ADEOS - Advanced Earth Observing Satellite  
ADP - Automatic Data Processing  
ADR - Alternate Dispute Resolution  
ADS - Action Document Summary  
ADS-B - Automatic Dependent Surveillance Broadcast  
AFE - Association of Facilities Engineers  
AFB - Air Force Base  
ARMD - Aeronautics Research Mission Directorate  
AFS - Air Force Station  
AFTI - Advanced Fighter Technology Integration  
AGATE - Advanced General Aviation Transport Experiments  
AHEAD - American Higher Education Association for the Disabled  
AIAA - American Institute of Aeronautics and Astronautics  
AIChE - American Institute of Chemical Engineers  
AIHEC - American Indian Higher Education Consortium  
AIN - Accounting Installation Number  
AIS - Automated Information System  
AISES - American Indian Science and Engineering Society  
AISTEC - American Indian Science Technology Education Consortium  
ALT - Approach and Landing Tests  
AMF - Astronauts Memorial Foundation  
AMS - Alpha Magnetic Spectrometer; Acquisition Management Subsystem  
ANOSCA - Advance Notice of Significant Contract Action  
ANSI - American National Standards Institute  
AO - Announcement of Opportunity  
APM - Advanced Project Management  
APNASA - Average Passage NASA  
ARC - Ames Research Center  
ARIA - Advanced Range Instrumentation Aircraft  
ARTT - Advanced Reusable Transportation Technology  
ASAP - Aerospace Safety Advisory Panel  
ASI - Agenzia Spaziale Italiana (Italian Space Agency)  
ASIC - Application Specific Integrated Circuit  
ASM - Acquisition Strategy Meeting  
ASME - American Society of Mechanical Engineers  
AST - Advanced Subsonic Technology  
ASTER - Advanced Spaceborne Thermal Emission and Reflection Radiometer  
ASTP - Advanced Space Technology Program



ATM - Asynchronous Transfer Mode  
AXAF - Advanced X-Ray Astrophysics Facility  
BAA - Broad Area Announcement  
BCAT - Binary Colloidal Alloy Test  
BOA - Basic Ordering Agreement  
BOC - Base Operations Contracts  
BPR - Business Process Reengineering  
BWB - Blended Wing Body  
CAAS - Contracted Advisory and Assistance Services  
CaLV - Cargo Launch Vehicle  
CAN - Cooperative Agreement Notice  
CAO - Chief Acquisition Officer; Contract Administration Office  
CAS - Computational Aerosciences  
CAS - Contract Administration Services; Cost Accounting Standards  
CBD - Commerce Business Daily  
CBP - Construction of Facilities Best Practices  
CCA - Core Capability Assessment  
CCI - Consolidated Contract Initiative  
CCL - Correspondence Control Liaison  
CCR - Central Contractor Registration  
CCS - Center Chief of Security  
CDL - Crossing Department Lines  
CDP - Candidate Development Program  
CDR - Critical Design Review  
CCDS - Center for the Commercial Development of Space  
CEC - Contractor Establishment Code  
CEO - Chief Executive Officer  
CEOS - Committee on Earth Observing Satellites  
CERES - Clouds and Earth's Radiation Energy System  
CER - Combined Electrical Readiness  
CEV - Crew Exploration Vehicle  
CFC - Combined Federal Campaign  
CFO - Chief Financial Officer  
CFR - Code of Federal Regulations  
CHeX - Confined Helium Experiment  
CIAM - Central Institute of Aviation Motors  
CIC - Capital Investment Council; Contractor Identification Code  
CICA - Competition in Contracting Act  
CID - Commercial Item Description  
CIO - Chief Information Officer  
CKPI - Communicate Knowledge Process Improvement  
CLAES - Cryogenic Limb Array Etalon Spectrometer  
CLCS - Checkout and Launch Control System  
CMC - Ceramic Matrix Composite  
CMOS - Complementary Metal Oxide Semiconductor  
CNES - Centre National d'Etudes Spatiales (France) National Center for Space Studies  
CNN - Cable News Network  
CNSI - Classified National Security Information  
CO - Contracting Officer  
COBE - Cosmic Background Explorer  
COF - Construction of Facility  
COOP - Continuity of Operations Plans  
COP - Consolidated Operations Plan  
COTR - Contracting Officer's Technical Representative  
COSPAR - Committee on Space Research  
COTS - Commercial Off-the-Shelf  
COUP - Consolidated Operations and Utilization Plan  
CPAF - Cost Plus Award Fee  
CPIF - Cost Plus Incentive Fee  
CPSC - Consumer Product Safety Commission

CPSR - Contractor Purchasing System Review  
CQA - Code Quality Advisor  
CRA - Civil Rights Act of 1991  
CRE - Cosmic Radiation Effect  
CS - Competitive Sourcing  
CSA - Canadian Space Agency  
CSGT - Ceramic Stationary Gas Turbine  
CSIRO - Commonwealth Scientific and Industrial Research Organization (Australia)  
CSOC - Consolidated Space Operations Contract  
CST - Combined Systems Test  
CUP - Consolidated Utilization Plan  
CWBS - Contract Work Breakdown Structure  
DAAC - Distributed Active Archive Centers  
DAR - Defense Acquisition Regulation  
DARC - Defense Acquisition Regulation Council  
DARPA - Defense Advanced Research Projects Agency  
DARTFire - Diffusion and Radiative Transport in Fires  
DCAA - Defense Contract Audit Agency  
DCAM - Diffusion-Controlled Apparatus for Microgravity  
DCMA - Defense Contract Management Agency  
DC-XA - Delta Clipper-Experimental Advanced  
DDT&E - Design, Development, Test, and Evaluation  
DFRC - Dryden Flight Research Center  
DIS - Data and Information System  
DISA - Defense Information Systems Agency  
DISC - Diversified International Sciences Corporation  
DLA - Defense Logistics Agency  
DLR - German Aerospace Research Establishment (Germany)  
DMSP - Defense Meteorological Satellite Program  
DOC - Department of Commerce  
DOD - Department of Defense  
DOE - Department of Energy  
DOI - Department of the Interior  
DOJ - Department of Justice  
DOS - Department of State  
DOT - Department of Transportation  
DSN - Deep Space Network  
DTIC - Defense Technology Information Center  
DUNS - Data Universal Numbering System  
DUSD - Deputy Undersecretary of Defense  
E&Y - Ernst and Young  
EC - Electronic Commerce  
ECA-PMO - Electronic Commerce for Acquisition-Program Management Office  
ECAT - Electronic Commerce Acquisition Team  
ECLS - Environmental Control and Life Support  
ECLSS - Environmental Control and Life Support System  
ED - Department of Education  
EDEP - Employee Development Education Panel  
EDI - Electronic Data Interchange; Enterprise Development Innovation  
EDOS - EOS Data and Operations System  
EELV - Evolved Expendable Launch Vehicle  
EEO - Equal Employment Opportunity  
EEOA - Equal Employment Opportunity Act  
EEOC - Equal Employment Opportunity Commission  
EEOC-MD - Equal Employment Opportunity Commission-Management Directive  
EIS - Executive Information System; Environmental Impact Statement  
ELV - Expendable Launch Vehicle  
EMS - Environmental Management Systems  
EO - Executive Order  
EOB - Equal Opportunity Board

EODMP - Equal Opportunity and Diversity Management Plan  
EOM - Equal Opportunity Manager  
EOO - Equal Opportunity Officer  
EOS - Earth Observing System; Equal Opportunity Specialist  
EPA - Environmental Protection Agency  
EPCS - Employee Performance and Communication System  
ERAST - Environmental Research Aircraft and Sensor Technology (Program)  
ERBE - Earth Radiation Budget Experiment  
ERBS - Earth Radiation Budget Satellite  
ERS-1 - European Remote Sensing Satellite - 1  
ESA - European Space Agency  
ESMD - Exploration Systems Mission Directorate  
ESSP - Earth Space Sciences Project; Earth Science System Pathfinder  
ESSAAC - Earth System Science and Applications Advisory Committee  
ESSPO - Earth Science Systems Program Office  
ET - External Tank  
ETM - Extended Thematic Mapper  
EVA - Extravehicular Activity  
EVMS - Earned Value Management System  
FAA - Federal Aviation Administration  
FAAD - Federal Assistance Award Data System  
FAC - Federal Acquisition Circular; Financial Audit Committee  
FACNET - Federal Acquisition Computer Network  
FACS - Financial and Contractual System  
FACTS - Federal Agencies' Centralized Trial-Balance System  
FAME - Facilities Management Excellence  
FAR - Faculty Awards for Research; Federal Acquisition Regulation  
FARA - Federal Acquisition Reform Act  
FASA - Federal Acquisition Streamlining Act  
FASAB - Federal Accounting Standards Advisory Board  
FBI - Federal Bureau of Investigation  
FBWT - Fund Balance with Treasury  
FCC - Federal Communications Commission  
FDR - Federal Dispute Resolution  
FEL - First Element Launch (Space Station)  
FEMA - Federal Emergency Management Agency  
FFP - Firm Fixed Price  
FIAT - Fan/Inlet Acoustic Technology  
FIPS - Federal Information Processing Standards  
FIRST - For Inspiration and Recognition of Science and Technology  
FISMA - Federal Information Security Management Act  
FLRA - Fair Labor Relations Act  
FMM - Financial Management Manual  
FOIA - Freedom of Information Act  
FPDC - Federal Procurement Data Center  
FPDS - Federal Procurement Data System  
FPDS - NG - Federal Procurement Data System - Next Generation  
FPIF - Fixed Price Incentive Fee  
FR - Federal Register  
FRR - Flight Readiness Review  
FSS - Federal Supply Schedule  
FTC - Federal Trade Commission  
FUSE - Far Ultraviolet Spectroscopy Explorer  
FY - Fiscal Year  
GAO - Government Accountability Office  
GAP - General Aviation Propulsion  
GBS - Global Broadcasting System  
GEM - National Consortium for Graduate Degrees for Minorities in Engineering and Science, Inc.  
GFP - Government Furnished Property  
GIC - Grant Information Circular

GISS - Goddard Institute for Space Studies  
GN - Grant Notice  
GOES - Geostationary Operational Environmental Satellite  
GPO - Government Printing Office  
GPP - Government Performance Project  
GPRA - Government Performance and Results Act of 1993; GPRA - Government Performance Review Act  
GPS - Global Positioning [Satellite] System  
GRACE - Gravity Recovery and Climate Experiment  
GRB - Gamma Ray Bursts  
GRC - Glenn Research Center  
GRO - Gamma Ray Observatory  
GSA - General Services Administration  
GSFC - Goddard Space Flight Center  
GSRP - Graduate Student Researcher Program  
HACU - Hispanic Association of Colleges and Universities  
HALOE - Halogen Occultation Experiment  
HARV - High Angle-of-Attack Research Vehicle  
HATS - Headquarters Action Tracking System  
HBCU - Historically Black Colleges and Universities  
HEA - Higher Education Act of 1965  
HISTEC - High-Stability Engine Control  
HPCC - High-Performance Computing and Communications  
HPCCP - High-Performance Computing and Communications Program  
HQ - Headquarters  
HRDI - High-Resolution Doppler Imager  
HSCT - High-Speed Civil Transport  
HSF - Human Space Flight  
HSI - Hispanic Serving Institutions  
HSR - High Speed Research  
HST - Hubble Space Telescope  
HUD - Department of Housing and Urban Development  
HXLV - Hyper-X Launch Vehicle  
IA - Independent Agencies  
I/T - Inner Tank  
IAF - International Astronautical Federation  
IAIC - Interagency Acquisition Internet Council  
IAR - Independent Annual Review  
ICAF - Industrial College of the Armed Forces  
ICAR - Individual Contract Action Report  
ICASS - International Cooperative Administrative Support Services  
ICM - Interim Control Module (Space Station)  
IDA - Institute for Defense Analyses  
IDC - Indefinite Delivery Contract  
IDP - Individual Development Plan  
IEEE - Institute of Electrical and Electronics Engineers  
IELV - Intermediate Expendable Launch Vehicle  
IEMP - Integrated Enterprise Management Program  
IFM - Integrated Financial Management  
IFMP - Integrated Financial Management Program  
IG - Inspector General  
IGA - Intergovernmental Agreement  
IHE - Institutions of Higher Education  
IHTET - Integrated High Turbine Engine Technology  
IITA - Information Infrastructure Technology and Applications  
IMSPG - International Microgravity Strategic Planning Group  
INPE - Instituto Nacional de Pesquisas Espaciais (Brazil) or National Institute for Space Research  
IP - Intellectual Property  
IPM - International Project Management  
IPO - Institutional Program Office  
IPP - Innovative Partnership Program

IPR - Intellectual Property Rights  
IRA - Institutional Research Awards  
IRT - Icing Research Tunnel  
ISAMS - Improved Stratospheric and Mesospheric Sounder  
ISAS - Institute of Space and Astronautical Science (Japan)  
ISO - International Organization of Standardization  
ISS - International Space Station  
ISSEC - International Space Station as an Engineering Center  
ISSP - International Space Station Program  
IST - Institute of Simulation and Training  
ISU - International Space University  
ITA - Independent Technical Authority; Integrated Threat Assessment  
ITALSAT - Italian Ka-Band Satellite  
ITCOP - Interagency Tracking and Communications Panel  
IV&V - Independent Verification and Validation  
IVAS - Innovative Ventricular Assist System  
IWDP - Individuals with Disabilities Program  
IWG - Investigators Working Group  
JAXA - Japanese Aeronautics Exploration Agency  
JBOSC - Joint Base Operations and Support Contract  
JCWS - Johnson Controls World Services  
JERS-1 - Japanese Earth Remote-Sensing Satellite - 1  
JOFOC - Justification for Other than Full and Open Competition  
JPL - Jet Propulsion Laboratory (California Institute of Technology)  
JSC - Johnson Space Center  
JSF - Joint Strike Fighter  
JSMB - Joint Space Management Board  
JSRA - Joint Sponsored Research Agreement  
JWST - James Webb Space Telescope  
KSC - Kennedy Space Center  
LAN - Local Area Network  
LaRC - Langley Research Center  
LASRE - Linear Aerospike Experiment; Linear Aerospike SR-71 Engine  
LCAP - Laser Cooling and Atomic Physics  
LED - Light Emitted Diode  
LERD - Limited Exclusive Rights Data  
LIS - Lightning Imaging Sensor  
LM - Lockheed Martin  
LME - Liquid Motion in a Rotating Tank Experiment  
LOE - Level of Effort  
LRR - Launch Readiness Review  
LTSA - Long-Term Space Astrophysics  
MAF - Michoud Assembly Facility  
MASTAP - Mathematics, Science and Technology Awards for Teachers and Curriculum Enhancement Programs  
MBP - Master Buy Plan  
MCB - Multilateral Control Board  
M-CEP - Multicultural Education Program  
MEM - Micro-ElectroMechanical System  
MEP - Management Education Program  
MGS - Mars Global Surveyor  
MI - Minority Institution  
MIE - Minority Institutions of Excellence  
MIP - Managing the Influence Process  
MIPR - Military Interagency Procurement Request  
MIS - Management Information System  
MISR - Multi-angle Imaging SpectroRadiometer  
MLC - Multicultural Leadership Council  
MLP - Mobile Launcher Platform; Multicultural Leadership Program  
MOA - Memorandum of Agreement  
MODIS - Moderate Resolution Imaging Spectrometer



MOLA - Mars Orbiting Laser Altimeter  
MOPITT - Measurement of Pollution in the Troposphere  
MOS - Marine Observation Satellite (Japan)  
MOU - Memorandum of Understanding  
MPM - Multi-Project Management  
MSFC - Marshall Space Flight Center  
MSPB - Merit Systems Protection Board  
MTLO - Moscow Technical Liaison Office  
MURC - Minority University Research Center  
MUREP - Minority University Research and Education Program  
MU-SPIN - Minority University-Space Interdisciplinary Network  
NAC - NASA Advisory Council  
NAE - National Academy of Engineering  
NAFEO - National Association for Equal Opportunity on Higher Education  
NAIS - NASA Acquisition Internet Service  
NAPA - National Academy of Public Administration  
NARA - National Archives and Records Administration  
NAS - National Academy of Sciences; Numerical Aerodynamic Simulation; Naval Air Station  
NASA-CIAM - NASA-Central Institute Aviation Motors  
NASM - National Air and Space Museum  
NCC - National Combustor Code  
NCDC - National Climatic Data Center  
NEAR - Near Earth Asteroid Rendezvous  
NEPA - National Environmental Policy Act  
NESC - NASA Engineering Support Center  
NESDIS - National Environmental Satellite, Data, and Information Service  
NFS - NASA FAR Supplement  
NGDC - National Geophysical Data Center  
NGI - Next Generation Internet  
NGST - New Generation Space Telescope  
NICMOS - Near Infrared Camera and Multi-Object Spectrometer  
NIMA - National Imagery and Mapping Agency  
NLR - National Aerospace Laboratory (The Netherlands)  
NMO - NASA Management Office, JPL  
NOAA - National Oceanic and Atmospheric Administration  
NODC - National Oceanographic Data Center  
NODIS - NASA Online Directives System  
NPD - NASA Policy Directive  
NPMS - NASA Procurement Management System  
NPOESS - National Polar-Orbiting Environmental Satellite System  
NPR - NASA Procedural Requirements; National Performance Review  
NPSS - Numerical Propulsion System Simulation  
NQA - National Quality Assurance  
NRA - NASA Research Announcement  
NRC - National Research Council  
NRO - National Reconnaissance Office  
NRTS - Network Resources Training Sites  
NSCAT - NASA Scatterometer  
NSCP - National Space Communications Program  
NSF - National Science Foundation  
NSROC - NASA Sounding Rocket Operations  
NSRS - NASA Safety Reporting System  
NSSC - NASA Shared Services Center  
NSTA - National Science Teachers Association  
NSTC - National Science and Technology Council  
NTA - National Technical Association  
NTSB - National Transportation and Safety Board  
OAI - Ohio Aerospace Institute  
OARE - Orbital Acceleration Research Experiment  
ODIN - Outsourcing Desktop Initiative for NASA

OFPP - Office of Federal Procurement Policy  
OHSEB - Occupational Health and Safety Executive Board  
OIG - Office of Inspector General  
OIRA - Office of Information and Regulatory Affairs  
OMB - Office of Management and Budget  
OMC - Operations Management Council  
OMU - Other Minority Universities  
ONR - Office of Naval Research  
OPM - Office of Personnel Management  
OSC - Office of Special Council; Orbital Sciences Corporation  
OSDBU - Office of Small and Disadvantaged Business Utilization  
OSHA - Occupational, Safety, and Health Administration  
OSMA - Office of Safety and Mission Assurance  
OSPP - Office of Security and Program Protection  
OSTP - Office of Science and Technology Policy  
OWBPA - Older Workers Benefit Protection Act of 1990  
P&W - Pratt and Whitney  
PA - Privacy Act  
PACE - Pre-College Awards for Excellence in Mathematics, Science, Engineering, and Technology  
PAIP - Professional Administrative Intern Program  
PAO - Public Affairs Officer  
PAPCPT - Provide Aerospace Products and Capabilities Process Team  
PAR - Performance and Accountability Report  
PART - Program Assessment Rating Tool  
PAVE - Project Announcement Viability Effort  
PBC - Performance-Based Contracting; Procurement-Based Contracting  
PBS - Public Broadcasting System  
PCA - Program Commitment Agreement  
PCG - Protein Crystal Growth  
PCM - Procurement Contract Management  
PDC - Project Design Center  
PDI - Professional Development Initiative  
PDP - Professional Development Program  
PDR - Preliminary Design Review  
PEM - Particle Environment Monitor; Pacific Exploratory Mission  
PHSF - Payload Hazardous Servicing Facility  
PI - Principal Investigator  
PIC - Procurement Information Circular  
PIN - Procurement Installation Number  
PIWG - Propulsion Instrumentation Working Group  
PM - Project Manager  
PMA - President's Management Agenda  
PMA2 - Pressurized Mating Adapter  
PMC - Polyimide Matrix Composites; Program Management Council; President's Management Council  
PMDP - Project Management Development Process  
PMDR - Procurement Management Data Report  
PMRF - Pacific Missile Range Facilities  
PMTP - Procurement Management Technology Program  
PN - Procurement Notice  
PO - Procurement Officer  
POC - Point of Contact  
POCC - Payload Operating Control Center  
POES - Polar Orbiting Environmental Satellite  
POP - Place of Performance  
PP&E - Property, Plant, and Equipment  
PPC - Procurement Placement Code  
PPMI - Program/Project Management Initiative  
PR - Purchase Request; Procurement Request  
PROGM - Program Management  
PRS - Performance Requirement's Summary

PSP - Performance Surveillance Plan  
PUP - Partner Utilization Plan  
PWBS - Project Work Breakdown Structure  
PWS - Performance Work Statement  
QCL - Quality Correspondence Liaison  
R&D - Research and Development  
RA - Rehabilitation Act of 1973  
RAS - Royal Aeronautical Society  
REE - Remote Exploration and Experimentation  
RFI - Request for Information  
RFO - Request for Offers  
RFP - Request for Proposals  
RLEP - Robotic Lunar Exploration Program  
RLV - Reusable Launch Vehicle  
ROSKOSMOS - Russian Federal Space Agency  
RSRM - Redesigned Solid Rocket Motor  
SAES - Solar Array Electrical Simulator  
SAGE - Stratospheric Aerosol and Gas Experiment  
SAM - Software Acquisition Management  
SAT - Simplified Acquisition Threshold  
SB - Small Business  
SBA - Small Business Administration  
SBD - Small Business Development  
SBIR - Small Business Innovation Research  
SCA - Shuttle Carrier Aircraft  
SCAR - Summary Contract Action Report  
SDB - Small and Disadvantaged Business  
SDOM - Station Development and Operations Meeting  
SEB - Source Evaluation Board  
SECME - Southeastern Consortium for Minorities in Engineering  
SELARC - Strategic Enterprise George M. Low Award Review Council  
SELENE - Selenological and Engineering Explorer  
SEMAA - Science, Engineering, Mathematics, and Aerospace Academy  
SEP - Senior Executive Program  
SES - Senior Executive Service  
SESCDP - Senior Executive Service Candidate Development Program  
SEUAS - Structure and Evolution of the Universe Advisory Subcommittee  
SEWP - Scientific and Engineering Work Package  
SFOC - Space Flight Operations Contract  
SIC - Standard Industrial Classification  
SII - Scientific Instruments, Inc.  
SLC-3E - Space Launch Complex 3 East  
SLFC - Supersonic Laminar Flow Control  
SLWT - Super Lightweight Tank (Shuttle)  
SMA - Safety and Mission Assurance  
SMC - Strategic Management Council  
SMD - Science Mission Directorate  
SN - Space Network  
SNOE - Student Nitrous Oxide Experiment  
SOHO - Solar Heliospheric Observatory  
SOMD - Space Operations Mission Directorate  
SOMO - Space Operations Management Office  
SOREV - Surface Operations Research/Evaluation Vehicle  
SOP - Standard Operating Procedure; System Operations Panel  
SOW - Statement of Work  
SPI - Single Process Initiative  
SR&QA - Safety Reliability and Quality Assurance  
SRA - Systems Research Aircraft  
SRB - Solicitation Review Board; Solid Rocket Booster  
SRBA - Sponsored Research Business Activity

SRTM - Shuttle Radar Topography Mission  
SS - Sources Sought  
SSA - Source Selection Authority  
SSC - Stennis Space Center  
SSCB - Space Station Control Board  
SSDI - Solid State Devices, Inc.  
SSES - Solar System Exploration Subcommittee  
SSME - Space Shuttle Main Engine  
SSUB - Space Station Utilization Board  
STAC - (US-Russian) Science and Technology Advisory Council  
STC - Science and Technology Corporation  
STI - Scientific and Technical Information  
STIS - Space Telescope Imaging Spectrograph  
STS - Space Transportation System  
STTR - Small Technology Transfer Research  
SUSIM - Solar Ultraviolet Spectral Irradiance Monitor  
T&M - Time and Materials  
TBC - Thermal Barrier Coatings  
TCDT - Terminal Countdown Demonstration Test  
TCP/IP - Transmission Control Protocol/Internet Protocol  
TCU - Tribal Colleges and Universities  
TDI - Transistor Devices, Inc.  
TDRSS - Tracking and Data Relay Satellite System  
THE - The Human Element  
TIN - Taxpayer Identification Number  
TM - Task Management; Technical Monitor  
TMP - Technology Maturation Program  
TO - Technical Officer  
TOMS - Total Ozone Mapping Spectrometer  
TPM - Topics in Project Management  
TRC - Technical Review Committee  
TRMM - Tropical Rainfall Measurement Mission  
TROR - Treasury Report on Receivables  
TRR - Test Readiness Review  
TSPM - Topics in Software Program Management  
UARS - Upper Atmosphere Research Satellite  
UAV - Unmanned Aerial Vehicle/Unmanned Aerospace Vehicle  
UCA - Undefined Contract Action  
UOP - User Operations Panel  
URC - University Research Center  
URC-TC - University Research Centers? Technical Conference  
URL - Uniform Resource Locator  
URLabs - Unified Research Laboratories  
USA - United Space Alliance  
USAR - Undergraduate Student Awards for Research  
USBI - United States Boosters, Inc.  
USIP - United States Innovation Partnership  
USPS - United States Postal System  
USRA - Universities Space Research Association  
UTC - United Technologies Corporation  
VA - (Department of) Veterans Affairs  
VAN - Value-Added Network  
VCE - Visual Computing Environment  
VCL - Vegetation Canopy Lidar  
VE - Value Engineering  
VECP - Value Engineering Change Proposal  
ViTS - Video Teleconferencing System  
VLAB - Virtual Laboratory  
VLBI - Very Long Baseline Interferometry  
VOA - Voice of America

WAAS - Wide Area Augmentation System  
WAN - Wide Area Network  
WBS - Work Breakdown Schedule  
WDC - Workforce Diversity Council  
WFF - Wallops Flight Facility  
WHIO - White House Initiatives Office  
WIPO - World Intellectual Property Organization  
WOSB - Woman-Owned Small Business  
WSTF - White Sands Test Facility  
WWW - World Wide Web  
ZAP - Z-Axis Precession  
ZBR - Zero-Based Review